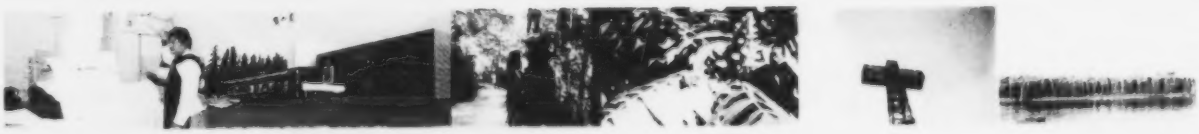
PRINCE ALBERT PARKLAND
HEALTH REGION

2003-04 Annual Report

Healthy Living In Healthy Communities



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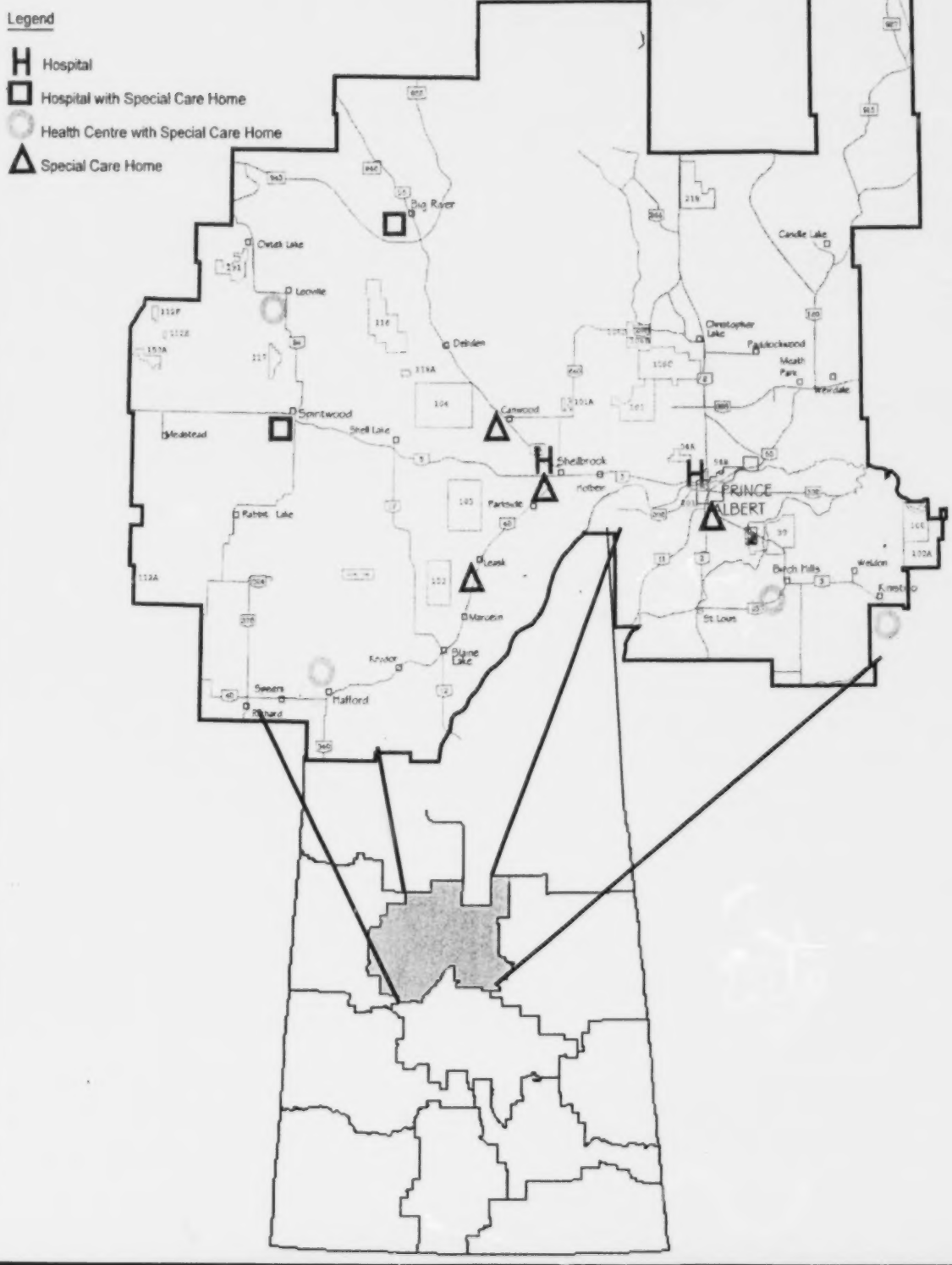
PRINCE ALBERT PARKLAND HEALTH REGION



People, Families, and Communities Working Together Toward Improved Health

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Annual Report available online at ***www.paphr.sk.ca***

May 26, 2004

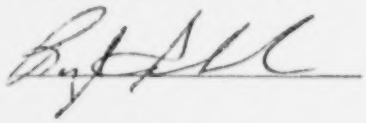
Honourable John Nilson
Minister of Health
Province of Saskatchewan
Legislative Building
Regina, Saskatchewan
S4S 0B3

Dear Minister Nilson:

The Prince Albert Parkland Regional Health Authority is pleased to provide you and the residents of the health region with its 2003-04 Annual Report.

This report provides the audited financial statements of the Prince Albert Parkland Health Region for the year ended March 31, 2004 as well as outlining the Region's activities and accomplishments for that period.

Respectfully submitted,



Ray Ewanchuk, Chairperson
Prince Albert Parkland Regional Health Authority

Introducing
Prince Albert Parkland Health Authority

Ray Ewanchuk
Authority Chair
Whitkow

Howard Gange
Authority Vice-Chair
Anglin Lake

Cecile O'Neil
Big River

Irene Attrux
Hafford

Dolores MacDonald
Prince Albert

Larry Hill
Prince Albert

Patricia Leson
Prince Albert

Philip Morin
Prince Albert

Lorraine Saam
Shellbrook

Jack Boechler
Spiritwood

The Prince Albert Parkland Health Authority currently has two vacancies.

Defining
Prince Albert Parkland Health Region

Vision as defined by C. Garfield is "an image of a desired state of affairs that inspires action." It is an ideal state of a preferred future. The mission is the organization's purpose. Together the vision and mission of an organization is the direction it moves to or where it wants to go. A mission incorporates a vision of what the organization stands for or strives to create.

The Prince Albert Parkland Health Authority strives to achieve:

Vision

Healthy Living in Healthy Communities

Mission

People, Families and Communities Working Together Toward Improved Health

In the process of defining the vision and mission the Prince Albert Parkland Health Authority realized and adopted a set of values.

We value

- *And respect the dignity, rights, and cultures of all by delivering quality physical, spiritual, emotional, and social care throughout our health services.*
- *Being fiscally accountableand responsible to all stakeholders.*
- *Providing an accessible, equitable, effective, and responsive health system.*
- *Sharing the responsibilities for individual and community health by providing mechanisms for stakeholder input into the delivery of competent, caring health services.*
- *Being environmentally responsible.*
- *Ensuring a quality representative workplace where our employees and volunteers feel supported, encouraged, and appreciated personally and professionally*

The Prince Albert Parkland Health Authority is committed to working together toward improved health. Everyone, as an individual and a member of a community, has a responsibility for sustaining and improving personal health. The health care system can provide programs and services to support individual and community health and well being. Health care becomes a shared responsibility. The theme of the 2003-04 Prince Albert Parkland Health Authority Annual Report is:

"People, families, and communities working together toward improved health."

Regional/Provincial Alignment

The Prince Albert Parkland Health Authority has been a region in transition since the proclamation of the Regional Health Service Act on August 1, 2002. Bringing two Health Districts together into one region has presented challenges that put the region's mission to the test. How do we work together toward improved health? This question has been at the forefront both provincially and regionally. In response to this challenge, Saskatchewan Health has developed an "Action Plan for Saskatchewan Health Care," which is a blueprint of the future of health service in Saskatchewan outlining Saskatchewan Health's vision and goals.

Vision

Building a Province of healthy people and healthycommunities

Goals

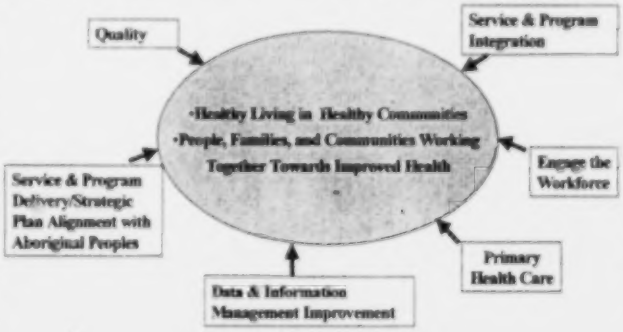
Improved access to quality health services.
Effective health promotion and disease prevention.
Retain, recruit, and train health providers.
A sustainable, efficient, accountable and quality health system.

The plan to achieve Saskatchewan Health's goals is outlined in the Action Plan focusing on:

Primary Health Care
Healthy Communities
Northern and Aboriginal Health
Emergency Medical Care
Better Hospital Care and Long Term Care
Reducing Wait Times
Retaining, Recruiting and Training Health Care Providers
Quality Care
Regional Health Authorities
Sustaining Public Medicare

Governance and Organization

The Prince Albert Parkland Health Authority's governing style outlines the goals and objectives in terms of ends policies. Ends Policies prescribe what benefits will occur for which people at what cost. Written with a long-term perspective, these mission-related policies embody the Authority's long-range vision. Ends policies, or the Authority's goals and objectives, are one of four policy categories under Policy Governance. Policy Governance is a complete model for governance which includes a coherent framework of concepts and principles, which make policies that are consistent with the Authority's beliefs, commitments, values and vision. There are four policy categories in policy governance: Ends, Governance Process, Executive Limitations, and Authority-CEO Relationship.


Quality
Service & Program Integration
•Healthy Living in Healthy Communities
•People, Families, and Communities Working Together Towards Improved Health
Service & Program Delivery/Strategic Plan Alignment with Aboriginal Peoples
Engage the Workforce
Primary Health Care
Data & Information Management Improvement
Healthy People. A Healthy Province.

Operating in policy governance, the Prince Albert Parkland Health Authority fulfills the expectations of the Minister of Health. The document produced by Saskatchewan Health titled, "Roles and Expectations of the Minister of Health and Saskatchewan's Regional Health Authorities" defines the responsibilities of the region. The Prince Albert Parkland Health Authority strives to meet and exceed the defined roles and expectations. The region has six key responsibility areas.

1. Strategic Planning

The Prince Albert Parkland Health Authority has demonstrated its accountability to strategic planning by establishing vision, mission and values that are consistent with the strategic direction of Saskatchewan Health. The Authority has defined six strategic themes to work within. The Authority strives to comply with legislation, develop partnerships, deliver quality health services and maintain accountability.

2. Fiscal Management and Reporting

The Prince Albert Parkland Health Authority is audited annually by the Saskatchewan Provincial Auditor . The Provincial Auditor's Report for 2002-03 deemed the Authority in compliance with legislation. More specifically, the Auditor concluded that the system of internal controls is reasonable in its circumstances and the financial statements present fairly the financial position of the organization.

3. Relationships

Several activities are being done to effectively communicate with the public. The formation of the region has increased the required scope of communication. The challenge exists to successfully reach all residents in a timely and cost effective manner. The 2003-04 monthly Authority meetings were held in different communities throughout the region. This gave residents in more communities an opportunity to attend the meetings and express their views. In addition, relationships are being formed with health care organizations and health care professionals. The Community Advisory Network is an avenue for developing partnerships in health care delivery and effectively communicating with urban, rural, and First Nations communities in the region.

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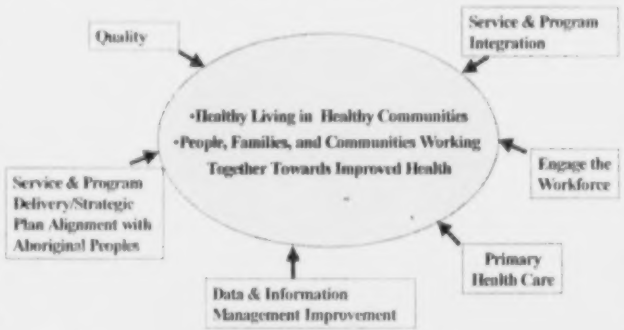
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4. *Quality Management*

The Prince Albert Parkland Health Authority strives to comply with this expectation by ensuring that there is a quality assurance process, privacy to health information, and a process of identifying risk to the organization. The Quality of Care Coordinator in the region is part of a provincial network widening the scope of information. The challenge the region faces is to develop and implement a comprehensive risk management process addressing the care needs of the population.

5. Monitoring, Evaluation and Reporting

The Research and Partnerships department of the Prince Albert Parkland Health Region keeps the Authority abreast of the demographics and population health needs of the region addressing program and service effectiveness as required. This department is one of many ways of evaluating information and reporting to the Authority, Saskatchewan Health, the Canadian Institute for Health Information and Health Canada.

6. Management and Performance

The Prince Albert Parkland Health Region is governed by policies that clearly state the desired results and the guidelines to achieve them. The policy categories outline the region's goals with limitations on executive authority establishing the prudence and ethical boundaries within which management activity and decisions must take place. Policy specifies how the Authority conceives, carries out and monitors its own tasks. Policies also specify how authority is delegated and its proper use monitored, specifically to the Chief Executive Officer's role, authority, and accountability to the Regional Health Authority. A complete copy of the Prince Albert Parkland Health Authority policies are available to the public by contacting the corporate office at Victoria Square in Prince Albert.

One of the ways the Prince Albert Parkland Health Authority organizes itself in order to strive to fulfill its role is by its committee structure. The Authority's committees are assigned so as to reinforce the wholeness of the Authority's job. The Committees ordinarily will assist the Authority by preparing policy alternatives and describe their implications for Authority deliberation. The following Prince Albert Parkland Health Authority committees have been established:

- **Committee of the Whole**
- **Executive Committee**
- **Joint Conference Committee**
- **Community Advisory Network**
- **First Nations Community Advisory Network**
- **Communications Committee** – approved March 31, 2004
- **Policy Committee** – approved March 31, 2004

The Prince Albert Parkland Health Authority's policy category, governance process, outlines the Authority's linkage with the community. In this policy the "owners" of the region are defined as the residents of the entire region. Transparency in Authority operations is vital. In 2003-04, the Authority met with a variety of people from the region. This was done at monthly Authority meetings in different communities (Rabbit Lake, Canwood, Leoville, Leask, Kinistino, Shellbrook, Spiritwood, Prince Albert) throughout the region, and at meetings with various stakeholders (including Prince Albert Cooperative Health Centre, City of Prince Albert, Mont St. Joseph Board). The public has the opportunity to observe and take part in Authority meetings. Individuals and groups wishing to speak and present to the Authority must advise the Secretary in writing at least ten days prior to the meeting. In addition, the Prince Albert Parkland Health Authority provides information and collects

input from the community through the operations of the Community Advisory Networks.

The Community Advisory Networks are established in accordance with The Regional Health Services Act, Section 28 and directives from Saskatchewan Health. The networks promote active and representative citizen participation in keeping with the Authority's community development role. The Networks advise the Authority on broad issues respecting the provision of health services in the region. The Prince Albert Parkland Health Region has established two networks:

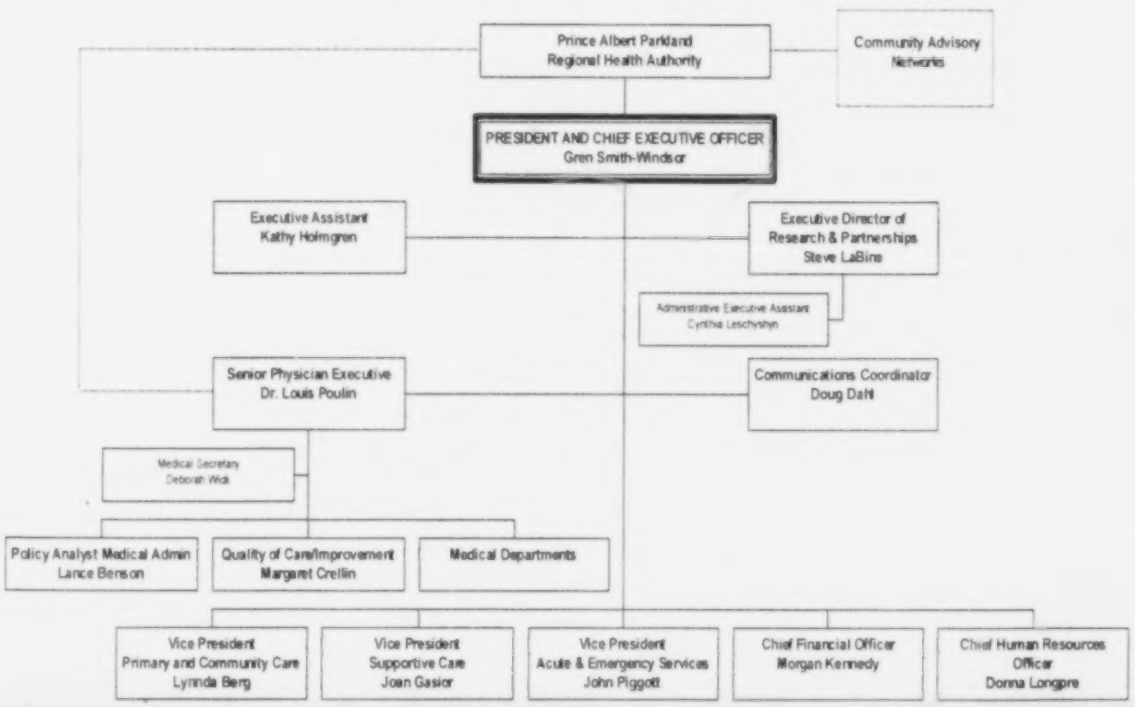
Community Advisory Network

The inaugural meeting was held on December 2, 2003. Representatives from the communities of Christopher Lake, Birch Hills, Holbein, Hafford, Shellbrook, Candle Lake, Prince Albert, Paddockwood and Shell Lake were present. The region's profile and demographics, and the network's terms of reference were presented. Information from the communities was gathered.

First Nations Community Advisory Network

The inaugural meeting of the First Nations Community Advisory Network was held on December 12, 2003. There was representation from Muskoday First Nation, Prince Albert Grand Council, Big River First Nation, Muskeg Lake Cree Nation, Pelican Lake First Nation, Lac La Ronge Indian Band and Ahtahkakoop First Nation. All First Nations communities in the region are included in the network. An environmental scan and profile of the region was presented. The terms of reference were reviewed and discussed, co-chairs selected. Members of the network provided feedback.

Prince Albert Parkland Health Region Administrative Structure



Health Care Organizations and Other Third Party Relationships

Health care organizations and community agencies are extremely important aspects of the total health care services provided to residents of the Prince Albert Parkland Health Region. To facilitate a comprehensive array of health care services in the region, the Prince Albert Parkland Health Authority contracts some of its services. These organizations and agencies assist the Authority in achieving the expectations defined by Saskatchewan Health. The following health care organizations and community agencies are contracted by the Authority to deliver service:

Contracted Community-Based Organizations:

Prince Albert Community Alcohol and Drug Addiction Centre (PACADA)

Outpatient alcohol and drug services for the Prince Albert Parkland Health Region residents is delivered by PACADA which provides a full range of adult addictions services including counseling, Driving Without Impairment program, and support groups. There were 1,144 admissions in 2003-04 reporting a successful completion rate of 24.3 percent compared to the provincial rate of 33.3 percent. This does not denote system ineffectiveness because clients must be ready for treatment and success may come after several attempts at alcohol and drug treatment. Separate funding is received for the Safe Driving program, which is funded in partnership with SGI. PACADA is located in Prince Albert and provides service to residents of the Prince Albert Parkland Health Region.

Self Help and Recreation Education (SHARE)

SHARE provides vocational and prevocational opportunities for persons with mental illness in Prince Albert. It serves as a group home for clients discharged from Mental Health inpatient Villas at the Victoria Hospital. In Prince Albert, SHARE offers a six-space, group home program and two respite beds as well as outreach services for persons needing support in the community.

Canadian Mental Health Association (CMHA)

CMHA assists people with emotional and mental illnesses to live in the Prince Albert community independently. Support is provided in the form of low-skilled jobs and prevocational training. This is done through obtaining employment at As Good As New (used clothing store in Prince Albert), obtaining skills through the quilting projects and shopping skills project, and other life skills.

Family Futures

Family Futures is contracted to provide parent support for the geographic area of the former Prince Albert Health District. Workers provide counseling, referral and emotional support to high risk parents with preschool children.

Cooperative Health Centre

Three programs or projects are contracted.

1. Methadone Program – a contract for delivering the methadone program for IV drug users. Other agencies such as the Prince Albert City Police and Prince Albert pharmacists also form part of the management group for the program. Local Prince Albert pharmacies provide the methadone to the users who have been assessed and are being monitored by a physician with specialized addictions training.
2. Birch Hills Health Centre – a contract for the health region to provide clerical and physician office space.

3. Dental Pilot Project – a contract to provide a school-based dental treatment program to several schools within the City of Prince Albert. There is a prevention component to the program.

Mobile Crisis Cooperative
Mobile Crisis provides 24-hour service to clients in crisis. Services includes a crisis phone line, mobile workers who attend to the clients and a sexual assault program.

Prince Albert Grand Council (PAGC) – Urban Services
PAGC provides a Kookum Project which links an Aboriginal Elder with an IV drug user on the Methadone program. By using the Elders as support persons to these individuals, it is hoped that substance abuse can be curtailed.

Contracted Health Care Organizations: Ambulance Services
Services are contracted with Parkland Ambulance Care, Blaine Lake Ambulance Care, WPD Battleford, Big River Ambulance Care, Spiritwood Ambulance Care and Melfort Ambulance Care.

Secondary Assessment and Treatment Program – SGI and WCB
Ongoing therapies provided to SGI and WCB clients.

Chemotherapy Outreach Program
Service is provided at the Victoria Hospital as an extension of the Saskatoon Cancer Clinic.

Acquired Brain Injury Program – SGI
A variety of services are provided to individuals, groups, and families so that they may live successfully in their communities with improved quality of life.

Dialysis Unit
Service is provided at the Victoria Hospital as an extension of the St. Paul's Hospital Dialysis Unit.

Primary Care Sites
Primary Care Sites have been established in the communities of Birch Hills and Hafford.

Pharmacy Services
Local retail pharmacies provide medication dispensing and consultation to special care homes throughout the region.

SRNA Quality Workplace Program
A consultation model that involves management, unions and front line staff has been newly implemented in the Prince Albert Parkland Health Region in partnership with the Saskatchewan Registered Nurses Association and Saskatchewan Health. A working group meets to identify challenges in the workplace and to determine solutions. The program goals are to improve nurse retention, increase staff morale and promote front line leadership.

Health Care Organizations and other Third Party Relationships and contracts established with the Prince Albert Parkland Health Authority provides the region with intersectoral alliances and partnerships which are important in the regional strategic planning process. Effective working relationships are developed that contribute to the achievement of the region's role and expectations/ responsibilities with accountability to the region by the contracted organizations.

Goals/Ends and Objectives

The Prince Albert Parkland Health Authority has committed to aligning the region's vision, mission, goals, and objectives with those of Saskatchewan Health. This alignment is a unified commitment to pull health care regionally and provincially in the same direction. To illustrate this alignment, the annual report will examine the progress made in 2003 – 04 to address the challenge of improving health and sustaining health care in Prince Albert Parkland Health Region and Saskatchewan. The progress made in achieving the goals or ends demonstrates the authority's ability to strive to meet and exceed the defined roles and expectations/responsibilities through the authority's governance and organization structure.

I. "Improved Access to Quality Services"
The Prince Albert Parkland Health Authority defines objectives to improve access to quality services. The objectives established to achieve this long-range vision are: responsive, co-ordinated primary health care; reduced waiting time for surgical procedures; improved emergency medical care; improved hospital, specialized services and supportive care; and public confidence that services will be there when required. Similarly, the goal for the Saskatchewan health system is improved access to quality health services in all its forms.

Primary Health Care services, as defined in "The Action Plan for Saskatchewan Health Care," are usually the first point of contact people have with the health care system. Patient care is improved by co-ordinating and expanding primary health care services. Residents in various communities have improved access to quality services via a team of health care providers who manage and deliver care. The client and health care professionals work together toward improved health. The Prince Albert Parkland Health Authority is taking steps to fulfil this commitment by developing a four-year plan for primary health care throughout the region. The plan provides the details regarding the introduction of primary health care into various communities over the next four year period. It was submitted to Saskatchewan Health in June 2003. In December 2003, the Prince Albert Parkland Health Authority received confirmation that the Birch Hills community was approved for a Primary Care Nurse position. Work began with the community, the Cooperative Health Centre and local health providers to design the position to meet the needs of the Birch Hills catchment area. Several meetings were held with the local team and the Primary Care Nurse position is expected to be in place in 2004-05.

A Regional Primary Health Care team began meeting quarterly during this fiscal year. The team includes health care providers who manage and deliver care on a regional basis from the Public Health sector, Health Promotion sector, Mental Health sector, Therapies sector, Dental Health and Nutrition sector, and representation from the Medical Health Officer, Chief Medical Staff, and the Integrated Health Facilities from Big River, Spiritwood, and Shellbrook. The team uses a monthly publication entitled "Primary Care E-notes" as its method of communication.

Hafford Primary Care site continues into its sixth year of operation. Four itinerant Physicians deliver care into this community. A Primary Care Nurse provides service three and one half days per week in Hafford and one and one half days in Blaine Lake.

Surgical Procedures are a concern for many. The concern grows when there is a wait. Sas-

katchewan Health is committed to addressing the waiting times by providing funding to major surgical centres, improving co-ordination of waiting lists, establishing priority standards, and providing clear information to those waiting for surgical procedures.

The Prince Albert Parkland Health Authority is striving to achieve improvement in reducing waiting times for surgical procedures. The region received $96,000 from Saskatchewan Health in 2003-04 for surgical equipment. The challenge still exists to maintain the present surgery program scope and volume with an ongoing need to replace worn out equipment and upgrade with new technology. The Prince Albert Parkland Health Authority will continue to work with the Victoria Hospital Foundation and with other potential donors to enhance and supplement basic surgery equipment replacement funding provided by Saskatchewan Health.

To assist the region in monitoring who needs surgery and when, a surgical patient registry has been developed. In addition, the Prince Albert Parkland Health Authority implemented a new patient assessment process, ensuring that surgeons across the province use consistent criteria to rank the urgency of their patients and the target time frames. These programs were implemented in July 2003.

Acute Care Utilization Indicator 2001-2002

	Inpatient/ Day Surgery Seperations	Inpatient/ Day Surgery Weighted Wases	Acute Inpaticut Seperations	Acute Inpatient Days	Acute Inpatient Weighted Cases
PAPHR (Total)	13,112	8,585	7,293	40,397	7,556
PAPHR to Saskatoon Health Region	3,807	3,537	2,104	13,576	3,159
Saskatoon Health Region to PAPHR	361	208	181	850	172
Mamawetan Churchill River to PAPHR	1,019	505	550	1,923	417
Mamawetan Churchill River to Saskatoon Health Region	1,025	971	640	3,960	893
Athabasca Health Authority to PAPHR	197	108	120	455	94
Athabasca Health Authority to Saskatoon Health Region	169	150	110	686	140

(Statistics Canada, CIHI, Health Indicators 2004)

The above table indicated that Saskatoon continues to draw a significant number of people there for service. It is significant to note that residents of Mamawetan Churchill River Health Region and the Athabasca Health Region are referred to the Victoria Hospital or to Saskatoon in almost equal numbers.

Emergency Medical Care services are consistently offered across the province to facilitate high quality emergency response. Regional Health Authorities provide funding grants to help pay for road ambulance services. All calls for ambulance services are handled through a wide-area dispatch centre. Prince Albert is host to one of the provincial dispatch centres which ensures better use of ambulances to respond to emergencies. It is a sophisticated system of receiving, recording and dispatching. The system is proficiently standardized based on protocol. The type of response is based on the type of call.

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The Prince Albert Parkland Regional Health Authority contracts ambulance services in Prince Albert, Spiritwood, Big River and Blaine Lake. Paramedic services are available in Prince Albert, while EMT services are available in Spiritwood, Blaine Lake and Big River.

The ambulance services in the Prince Albert Parkland Health Region are equipped with global positioning which gives the dispatcher the current location of the ambulance at all times. The average response time for emergency calls in the urban area meets and exceeds the standard (Accountability Document, PAPHR 2003-04) of more than 90 percent of emergency calls responded to in under 8 minutes and 59 seconds. The average response time for all other centres is more than 30 minutes which does not meet the standard (Accountability Document, PAPHR 2003-04) of 90 percent responded to in less than 30 minutes. In the Prince Albert Parkland Health Region, location of communities is a factor in meeting the standard in emergency response time.

Hospital, specialized services and supportive care are quality services that are offered in the Prince Albert Parkland Health Region. Saskatchewan Health has committed to strengthening hospitals by defining each facility to ensure that they focus on their strengths. This region has 191 acute care beds that are set up and staffed.

Hospital	Location	Acute Beds Set-up and staffed	Average Daily Census
Regional Prince Albert	Victoria Hospital Mental Health Inpatient	107 44	62.4 30.4
Community	Shellbrook Hospital	19	13.2
Integrated Facilities	Big River Health Centre Spiritwood Health Centre	9 12	3.3 6.6
	TOTAL ACUTE BEDS:	191	

(Source: Action Plan for Saskatchewan Health and Acute and Emergency Services Branch, and Core Indicators for Progress and Results)

The Regional Mental Health Inpatient unit had 867 separations for a total of 11,110 days with an average length of stay of 12.8 days compared to the provincial rate of 14.8 days. The expected length of stay for conditions analyzed is 13.8 days which is almost one day more than the Prince Albert Parkland Health Region's record. This difference is attributed to a successful community mental health and home care program that enables people to cope in their home and/or community.

The Prince Albert Parkland Regional Health Authority focuses on its strengths by providing a secondary level of services which exceeds the basic regional hospital requirement as defined by Saskatchewan Health. Basic specialty services: internal medicine, general surgery, obstetrics and gynecology; and secondary services: otolaryngology, orthopedics, ophthalmology, urology, pediatrics, psychiatry, radiology, pathology, and anesthesia, are provided at the Victoria Hospital to residents of this region and other regions. Added to the complement of secondary services is the full-time Emergency Room coverage with dedicated Emergency Room physicians.

The Saskatchewan Telehealth Network has improved the health of residents in the Prince

Albert Parkland Health Region by allowing patients and physicians in rural and remote areas to consult with specialists through an interactive video link. Telehealth enables rural health care providers, patients and members of the public to participate in education programs without leaving their communities.

The Telehealth service for the Prince Albert Parkland Health Region is located in the Victoria Hospital with links to La Ronge, Pinehouse, Saskatoon, Nipawin, Regina, Kindersley, Yorkton, Weyburn, Moose Jaw, Swift Current, Ile a la Crosse, Beauval, Meadow Lake, North Battleford and Lloydminister. Service increased by 30 percent from 2002-03 to 2003-04. In 2003-04, 30 clinics were conducted compared to 23 in 2002-03. The number of patients receiving the telehealth service increased by 28 percent. In 2003-04, 41 patients attended the clinics compared to 32 in 2002-03.

Integrated Health and Long Term Care Services

COMMUNITY	LTC & Respite BEDS	SERVICES:							
		Home Care Base	Dietitian	Therapy	Mental Health	Resident GP	Public Health	Primary Care Nurse	Lab & x-ray
Big River	LTC 28 Respite 1	X	visiting	• Speech & Language	• Social Worker • Psychiatrist	2	X		X
Shellbrook	LTC 53 Respite 1	X	X	• Physio • Occupational • Speech & Language • Massage	• Social Worker • Psychiatrist	5	X		X
Spiritwood	LTC 35 Respite 1	X	visiting	• Physio • Speech & Language • Massage	• Social Worker • Psychiatrist • Addictions • Registered Psychiatric Nurse	3	X		X
Hafford	LTC 16 Respite 2	X	visiting	• Massage		visiting	X	X	X
Birch Hills	LTC 29 Respite 1	X		• Physio		visiting	X		X
Kinistino	LTC 35 Respite 1					visiting	X		X
Leoville	LTC 15 Respite 2	X	visiting			visiting	X		X
Leask	LTC 29 Respite 1	X				visiting	X		
Canwood	LTC 29 Respite 1	X		• Massage		clinic	X		
Prince Albert Mont St. Joseph (affiliate) Pineview Terrace Herb Bassett Home	LTC 119 Respite 1 LTC 50 Respite 0 LTC 142 Respite 2								
TOTAL:	574								

(Source: Institutional Supportive Care Committee Report, October 2003)

Community and Integrated Facilities provide a standard minimum level of services: general medicine, observation, assessment, convalescent, and palliative care. Integrated health centres such as those in Big River and Spiritwood also provide long term care or supportive care.

Albert Parkland Health Region by allowing patients and physicians in rural and remote areas to consult with specialists through an interactive video link. Telehealth enables rural health care providers, patients and members of the public to participate in education programs without leaving their communities.

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[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
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[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
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Long Term Care or Institutional Supportive Care (ISC)

Demographic:	Canada	Saskatchewan	PAPHR
Proportion of Population 75+	N/A	7.6%	6.5%
Average Age of Seniors 75+	N/A	81.9	81.7
Current Bed Ratio: (per 1000 age 75+)			
ISC Residents March 31 03	N/A	8,726	544
ISC Bed Ratio (Current)	100	114.1	108.8

(Institutional Supportive Care Committee Report, October 2003)

Long term care, or institutional supportive care, and home care support seniors and those with disabilities or illness to manage their daily lives in their communities and in their homes. The Authority is committed to providing quality long term care that is accessible, effective, safe and efficient. This is done by ensuring that admission to long term care facilities is accessible for people whose needs cannot appropriately be met in the community, and to ensure that respite care and day programming are part of the long term care continuum.

As reported in *The Action Plan for Saskatchewan Health Care*, one in seven residents in Saskatchewan is over the age of 65. In this region, 6.5 percent of residents are 75 years old and older. Currently, the Prince Albert Parkland Health Region is licensed for 574 long term care beds or 114.8 long term care beds per 1000 age 75-plus. As of March 31, 2003 there were 544 occupied long term care beds or 108.8 long term care beds per 1000 age 75-plus. The difference in licensed bed numbers and occupied bed numbers can be attributed to a larger than usual number of beds in transition on the census date.

Challenges for long term care are mainly in the area of human and capital resources. Because of a nation-wide shortage of health care providers, the Prince Albert Parkland Health Region is not always able to provide 24 hour RN/RPN/LPN staffing in some facilities, particularly in the rural areas. The Region still manages to operate within the legislated staffing requirements for Special Care Homes.

Two facilities are reaching the 40 year mark and were never designed for heavier levels of care. This presents a challenge in the provision of care and having an appropriate environment for residents. The Authority is taking measures to develop a long-range strategy to address this challenge.

Admissions of heavier care residents to long term care is measured by the distribution of the levels of care of total long term care population in the Prince Albert Parkland Health Region. The majority of the long term care population in the Prince Albert Parkland Health Region require level 3 and 4 of care.

Distribution of Levels of Care of Total LTC Population

Level of Care	% of LTC Population
1	0%
2	1.8%
3	43.9%
4	54.2%

(Continuing Care 2003-03 – Utilization Number Ratio by RHA, October 2003)

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Home Care is the single point of entry to home based services and long term care. There is now one wait list for the Region. Clients in hospital who become ready for placement are offered placement in long term care based on the facility with a permanent vacancy that has the ability to meet their needs, and is closest to the client's home community. If the facility is not their first choice residents are put on a transfer list and can be moved to their place of choice as their name rises to the top of the list.

Residents are assessed at admission to a long term care facility using a coordinated MDS/ RUGs system of assessment and classification. This system coordinates service delivery into a care plan that focuses on quality indicators and resource utilization groupings. This system is used in all the long term care facilities in the Prince Albert Parkland Health Region. The region is moving towards central hosting of MDS/RUGs.

The progress made in moving towards the Eden Alternative is another example of the commitment the Prince Albert Parkland Health Authority has made to providing quality long term care to residents. Staff and residents include children, pets and plants as part of a philosophy to address loneliness, boredom and helplessness for a more home-like environment. A partnership was established with the community to have a children's summer day program at Birchview Lodge. Many of the children are great grandchildren of the residents and they had an opportunity to spend time together "Bridging the Gap."

Special Care Homes Week was introduced during the past year. The first Special Care Homes Week was proclaimed in September in all communities with Special Care Homes in the Region. Events such as pancake breakfasts, teas and special outings for residents were conducted to celebrate the week. A video of activities in each facility was produced and enjoyed by residents, families and staff.

The Prince Albert Parkland Health Authority is committed to providing quality home based care by planning and delivering accessible (24/7), effective, comprehensive and efficient home based supportive care services. Assessment and care coordination, nursing, personal care, respite, home management, minor home maintenance, meals, and therapies are provided in homes. Services were also provided at wellness clinics, including such services foot care and blood pressure monitoring.

Home care clients are now being assessed by the MDS-HC system on a pilot project basis. The principle is the same for home care clients as it is for long term care residents. Home care clients are assessed on factors associated in a home environment and long term care residents are assessed on factors associated in a controlled institutional environment. Staff learn client needs, develop care plans, assign a level of care classification and measure quality indicators of the outcomes of care provided.

The Prince Albert Parkland Health Region has different electronic systems used for collecting home care data, scheduling client services and communicating through e-mail. Data is collected to measure outcomes of service delivery, with results used to determine service trends which in turn determines service delivery. The data collection is done manually and then combined with the electronic data collection system. Manually collecting data puts further pressure on the limited human resources at many of the home care sites. To overcome the challenge of collecting data for home care services, a long term plan to roll out an electronic system to coordinate data collection is being considered.

Public is confident that services are there when required further defines the Prince Albert Parkland Health Authority's goal of improving access to quality health service. The public at large supports the health care system through taxation. For this reason, confidence must be earned from all citizens. In the "Health System Quality Measures Public Confidence Indicator Report – November 2003," service is defined in satisfaction with the personal experience, or perception, of care and outcome. The report reflected the results of a sample of Prince Albert Parkland Health Region residents who were surveyed on service specifically regarding respect, fairness, safety, appropriateness of care, and access. The report showed Prince Albert Parkland Health Region at slightly above provincial average which implies at least average or mid-range confidence that services are there when required.

The Prince Albert Parkland Health Authority places public confidence as a regional priority. The Authority holds monthly Authority meetings in communities throughout the region to further inform the public about local health system issues. The Community Advisory Networks increase understanding of health issues and community issues leading to new and more productive practices. Issues or concerns regarding quality of service are addressed by the Quality of Care Coordinator in a timely and efficient manner.

The Prince Albert Parkland Health Region's Quality of Care Coordinator reported 66 concerns regarding quality of care from 65 clients during the 2003-04 fiscal year. Of those concerns, 61 were resolved during that time period – with nineteen people saying they were satisfied with the resolution, 11 saying they were not satisfied and 31 with unknown satisfaction. Further action was recommended in 19 cases, has been completed in 12 and initiated in four. Of the 61 concerns that were resolved, 42 were completed in less than 30 days, while 19 took more than 30 days.

Improved access to quality services is a desired state for both the region and province. The Prince Albert Parkland Health Authority has made strides in addressing this challenge by working together with the residents, families, and communities of the region. In 2003-04, the region

- expanded it's primary health care services to include the Hafford Primary Care site and the Birch Hills community.
- improved by reducing waiting times for surgical procedures in the region .
- improved continuously the access to quality emergency medical care, hospital, specialized services and supportive care by regular monitoring of service volumes, bed/staff capacity, and assessment and care coordination.

II. "Effective Health Promotion and Disease Prevention"

The Prince Albert Parkland Health Authority is committed to working together toward improved health. By addressing the determinants of health (income, education, diet, housing, and support from family and friends), the health outlook for individuals and entire communities can be improved. The "Action Plan for Saskatchewan Health Care" recognizes the value of an increased focus on healthy lifestyle promotion which will in turn give people the tools required to be responsible for sustaining and improving their own health. In other words, "People, families, and communities working together toward improved health." The Prince Albert Parkland Health Authority has made effective health promotion and disease prevention a priority and is committed to

achieving this goal by addressing the health status of residents, families, and communities of the Prince Albert Parkland Health Region.

Better promotion of health and disease prevention has taken a coordinated direction in the Prince Albert Parkland Health Region. The establishment of the School Based Health Promotion team facilitates the coordination of health promotion services in the 59 schools within the region by:

⇒ linking health and education by developing an effective communication strategy;
⇒ building healthy public policy;
⇒ supporting relationships between sectors;
⇒ becoming familiar with existing resources and coordinating programs; and
⇒ building new programs to meet the ever-changing needs of students.

Health promotion or primary prevention occurs prior to a diagnosed illness and receipt of treatment. The School Based Health Promotion team focuses on primary prevention by engaging schools three ways:

1. Obtaining a school needs assessment for health promotion service.
2. Providing monthly theme information packages on tobacco reduction, winter safety, nutrition, dental health, physical activity, and summer activity.
3. Developing a speakers bureau resource that lists the health promotion services available from the Prince Albert Parkland Health Region and community agencies. This enables a school to acquire an expert to present on a specific topic.

In addition, the community nutrition program is an integral part of health promotion in the region. The program focuses on primary prevention through creating healthy public food policy, addressing food security issues, working with media, developing teaching resources for schools and giving presentations to community groups and health professionals. A significant achievement was the partnership with school divisions to place a nutritionist in the schools. The result has been the achievement of healthier food choices and healthier lifestyle for students.

The "Action Plan for Saskatchewan Health" states the commitment to developing early childhood programs. A key accomplishment stated in the "Action Plan for Saskatchewan Health – Progress Report" is the implementation of School^{Plus} and KidsFirst. School^{Plus} is an innovative approach that places the school as the community focal point for enriched services that support children, youth and their families. The Prince Albert Parkland Health Region's School Based Health Promotion team is a prime example of enrichment services to students. There is an ongoing need in many schools for counseling on addictions and various behavior issues. As a pilot project, several members of the mental health and addictions staff now dedicate specific days in Shellbrook Composite High, Wesmor Community High School and St. Mary High School. The goal is to provide a presence in the school so that students will find the counselors approachable.

The Prince Albert Parkland Health Region staff and community partners participated in a special consultation day to identify target issues for a provincial health promotion strategy in April 2003. As a result of the information obtained by the Regional Health Authorities within the province, "Healthier Places to Live, Work, and Play – A Population Health Promotion Strategy for Saskatchewan" was developed and released in April 2004. In this document it states, "Treatment and population health promotion are both needed to make sure that people in Saskatchewan are the

healthiest they can be!" The Prince Albert Parkland Health Region provides clinical programs to address secondary prevention and treatment services. KidsFirst is an example of secondary prevention. This program assists vulnerable children assessed as high-risk to get a better start in life. Other examples of secondary prevention and treatment services are:

- Dental Education program consists of a Dental Health educator providing oral assessments and health education to students in schools within the region. A partnership with the Cooperative Health Centre in Prince Albert also provides treatment services to children with high needs and who have no dental coverage.
- The Diabetes Education Centre is a resource for diabetic clients who can receive comprehensive care from a variety of health professionals including a medical director, diabetic nurse educator, registered dietitian and a podiatrist. The grand opening of the centre was held on March 31, 2004. The centre also works in various primary prevention activities with the school based team and other health promotion endeavors. A special teaching tool called the Diabetes Walk is being used in school to teach students about diabetes and how it can be prevented by adopting better lifestyles at an early age.
- The Sexual Health Clinic located at McIntosh Mall in Prince Albert continues to serve many clients at high risk for many lifestyle diseases. Programs offered by the centre include the needle exchange program, Hepatitis C clinic, health counseling and primary prevention program throughout many areas of the region. The chlamydia rates for this region are high. There were 606.8 reported cases per 100,000 for females and 323.4 cases per 100,000 for males. The rates for Saskatchewan are 453.1 per 100,000 for females and 251.3 per 100,000 for males. An intersectoral endeavor lead by the region's health staff included a public education program geared at proper handling and disposal of used hypodermic needles found in public areas. Each year the needle exchange program safely disposes of approximately 205,000 needles.
- Community Dietitian based in Shellbrook provides assessment and diet counseling to clients with chronic illnesses requiring special diets. Conditions most commonly addressed include diabetes, obesity and high cholesterol. Clinics are held in Big River, Spiritwood, Shellbrook, Leoville and Hafford.
- Community Therapy consisting of two occupational therapists and two physical therapists provides service to the rural areas. The programs focus on maximizing the client's functional abilities in their home and school environments.

Achieve Optimal Health Status of Residents in the Prince Albert Parkland Health Region is another objective in accomplishing the mission or theme of this report. People, families and communities working together toward improved health increases the health status to an optimal level. All service providers in the Prince Albert Parkland Health Region strive to positively affect the health status of individuals and communities.

Public Health Nursing programs reach children, youth, adults and seniors to assist in achieving optimal health status. This comprehensive service includes:

⇒ child health conferences, school health education and immunization to preschool and school age groups;

⇒ early maternal discharge support program or post-partum follow up;

⇒ immunization against vaccine-preventable illness including flu clinics and international travel assessments and vaccine provision for foreign travel – during the past year there was a 27 percent increase in travel vaccines given. The influenza immunization rate for persons over 65 years of age is 58 percent. This is lower than the provincial rate of 62 percent. It is recommended that all adults over 65 receive one dose per year;

⇒ teen wellness centre provides education and information about sexuality and birth control to those who request this service.

Public Health Inspection also strives to positively affect the health status of individuals and communities. A few initiatives include:

⇒ track and monitor public water supplies to ensure compliance with the Health Hazard Regulations, enacted December 2002;

⇒ the West Nile Virus control program for the province was put into action, and this involves establishing mosquito trapping sites, submission of dead corvids and providing assistance to communities within the region in order to reduce the risks of West Nile Virus infection;

⇒ administration of The Tobacco Control Act, Part III and The Tobacco Control Regulations as well as a number of other acts and regulations that pertain to food and environmental safety.

⇒ occupational and public health standards are met. Public Health Inspection visited 49.89 percent of 467 food eating establishments in 2003-04. Of the 171 licensed accommodations 52.63 percent were inspected along with 60 percent of the 25 swimming pools.

Addiction Services strive to achieve optimal health status of residents of the region by providing an outpatient Problem Gambling Program. This treatment service is conducted through Mental Health Services. There were 45 admissions during 2003-04 with a successful completion rate of 51.72 percent compared to the provincial average of 21.4 percent.

Effective health promotion and disease prevention has direct effects on health status. Working together to address the determinants of health will positively affect the health of each individual and community. It is a shared responsibility and ownership of health care.

III. "Health Human Resource Planning"

The Prince Albert Parkland Health Authority has implemented a comprehensive recruitment and retention plan for all health-care professionals.

Provide practicum and locum placements through partnerships with educational institutes is a priority function of health human resource planning. In 2003 there were 28 contracts in place. These represent 18 training institutions encompassing Saskatchewan, Alberta, Ontario and North Dakota. The Prince Albert Parkland Health Authority provides the students with the facilities relevant to practical experience.

Two new programs have been implemented in the Prince Albert Parkland Health Region that supports the effective, efficient utilization of health human resources. Introduced in November 2003 is 24-hour emergency physician coverage in the emergency department of the Victoria Hospital. In July 2003, the Prince Albert Parkland Health Region initiated the Family Medicine Residency Training program.

The University of Saskatchewan Rural Family Medicine Program was established in 1997 to

train Family Medicine Residents specifically interested in gaining the knowledge and experience necessary to practice medicine in rural and remote settings. The Rural Family Medicine Program of the University of Saskatchewan, which was initially based out of Saskatoon, was moved to Prince Albert in 2003 in an effort to provide more appropriate training opportunities for Rural Family Medicine Residents.

On July 1, 2003, four residents began their first year of their two-year program in Prince Albert. The Rural Family Medicine Residency Program is managed by a Medical Program Coordinator and an Administrative Assistant. This program has received tremendous support from the general practitioners in Prince Albert as well as our many specialists in the areas of anesthesia, surgery, pediatrics, emergency, obstetrics & gynecology, internal medicine, and psychiatry.

There are several advantages in having the Family Medicine Residency Program in Prince Albert.

1. Improve the region's ability to recruit family practitioners.
2. Assist the care provision activities in the Victoria Hospital particularly on call services for patients.
3. Benefit physicians and other direct health providers in the region with the current academic knowledge that residents bring to the care of patients.
4. Increase awareness and interest in gaining knowledge and experience necessary to practice medicine in rural and remote settings.
5. Enhance and differentiate Victoria Hospital in Prince Albert as a regional referral centre.

Ensure effective, efficient utilization of health human resources is facilitated by the long term goal or vision "To Be An Employer of Choice" of the human resource plan. One of the ways this is being achieved is through the Attendance Support Program implemented throughout the Prince Albert Parkland Health Region in January 2003. Staff are provided the necessary support to be as healthy as possible in efforts to reduce and remove the work attendance barriers. In 2003-04, sick leave cost the Prince Albert Parkland Health Region $2,490,408 which translates to 128,770.35 hours of lost work time.

Sick Leave by Union Affiliation

	CUPE	HSAS	OOS	SUN
Paid Hours per Total Paid FTE:				
PAPHR	96.03	58.17	57.79	87.05
Provincial	92.90	64.35	47.91	90.32
Percentage differential	+3.37	-9.60	+20.62	-3.62

(Source: Saskatchewan Health Absence Trending Report, 2003-04)

Sick leave by Union affiliation tracks close to the provincial levels in both CUPE and SUN. HSAS uses nearly 10 percent less sick leave than in the province as a whole. Out of scope staff have a sick time utilization rate that is 20.62 percent more than the provincial average. These rates form the baseline upon which future years will be measured.

Attract and retain a qualified representative workforce among all occupational levels of staff and among volunteers is a priority of the Prince Albert Parkland Health Authority and Saskatchewan Health. The Action Plan for Saskatchewan Health identified that a major challenge for the future is to have a representative workforce in Saskatchewan health care. The Prince Albert Parkland Health Authority

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is responding to this challenge with a representative workforce strategy so Aboriginal employability and employment increases. Approximately 15 percent of the workforce in the Prince Albert Parkland Health Region is Aboriginal, which is an increase from 10.5 percent in 2002-03. In addition, the region conducts cultural awareness training sessions to further enhance the workplace in creating a positive workplace environment for Aboriginal peoples. These sessions were developed in cooperation with Saskatchewan Association of Health Organizations and with the Canadian Union of Public Employees. Since the cultural awareness training session began in January 2003, 938 employees have participated in the sessions. The target is to train all Prince Albert Parkland Health Region employees by 2005.

For example, an Aboriginal Elder can be called upon to provide traditional healing for acute care patients in the Victoria Hospital. The patients' families are included in the healing circle. The program is part of the pastoral care program.

Create healthier workplaces for staff and volunteers is achieved in many ways from volunteer and staff recognition/appreciation events to the attendance support program. Volunteers are the Prince Albert Parkland Health Region's greatest natural resource. An annual volunteer recognition function is held to acknowledge volunteer efforts. It includes the need to thank volunteers for their efforts and to be aware of and respond to volunteer input. In 2003-04 the region had 2,878 registered volunteers who work in various capacities in all the facilities throughout the region. More than 49,000 hours of service was provided by Volunteers in such ways as palliative care through Home Care. Duties include visiting on a one-on-one basis, providing relief and support for families. Another important program is Junior Volunteers. Students grade 8-12 (ages 13 years – 18 years) volunteer their services September to May in all long term care facilities and the Victoria Hospital. Duties include assisting with supper, feeding patients, play therapy, folding linens, serving ice water, visiting and playing games with patients and residents, etc.

A healthy workplace is a shared responsibility. All individuals have the responsibility to minimize harm and to optimize one's health at work and away from work. The Prince Albert Parkland Health Authority is committed to providing a safe and healthy place to work by ensuring effective, efficient utilization of health human resources and volunteers.

IV. A Sustainable, Efficient, Accountable Quality Health System.

In keeping with the organization's mission, the Prince Albert Parkland Health Authority has a commitment to working together toward improved health. Everyone, as individuals and as members of communities had a responsibility for sustaining and improving one's own health. In doing so, the health care system can perform effectively and efficiently to provide services. Health care becomes a shared responsibility.

As stated in the Action Plan for Saskatchewan Health – Progress Report, September 2003, technological advances and new medications allow people to live longer and healthier lives. These new advances put enormous pressures on health spending. In these times of increased pressure on health spending, accountability for services obtained, services provided and dollars spent is crucial. For a health system to be sustainable, efficient, and accountable, there must sound evidence that the pro-

grams, practices and procedures are the most effective means to improve the health of individuals and society. This is the foundation of the Prince Albert Parkland Health Authority's strategic direction.

Ensure quality, effective health care is a priority in all that is done in the Prince Albert Parkland Health Region. The Prince Albert Parkland Health Region's Quality of Care Coordinator reported 66 concerns regarding quality of care from 65 clients during the 2003-04 fiscal year. Of those concerns, 61 were resolved during that time period. Of the 61 concerns that were resolved, 42 were completed in less than 30 days, while 19 took more than 30 days.

In 2003-04, 68 percent of the concerns were resolved in an average of 9.8 days. In 2002-03, 58 percent of concerns were resolved in an average of 7.6 days.

Type of Concern/Complaint by Category

Type of Concern	Number	Percentage
Access to Service	16	24.24%
Care Delivery	25	37.88%
Communication	5	7.58%
Cost	6	9.09%
Environmental Factors	11	16.67%
Other	2	3.03%
Non-Jurisdictional	1	1.52%
TOTAL CONCERNS:	**66**	

(Source: Complaints Summary Report, April 1, 2003 to march 31, 2004)

Comparison Data

	2003-04	2002-03
Total # of client contacts	65	76
Total # of concerns	66	90
Concerns resolved	92%	93%
Average length of time to resolve a concern	23.3 days	46.4 days

(Source: Complaints Summary Report, April 1, 2003 to march 31, 2004)

In July 2003 the Health Quality council announced the launch of the Quality Improvement Network with the Regional Health Authorities and the Saskatchewan Cancer Agency. The purpose of the network is to coordinate and lead quality improvement efforts in health care across the province. The council provided the Prince Albert Parkland Health Region matched funds to build upon existing quality improvement activities. Two new activities introduced in 2003-04 were the perinatal mortality review and the emergency department morbidity/mortality review.

Appropriate governance, accountability and management for the health sector is the basis for all regional operations. The Prince Albert Parkland Health region has demonstrated fiscal responsibility. Policy governance demands appropriate governance, accountability and management for health operations. The Prince Albert Parkland Health Authority is audited annually by the Provincial Auditor Saskatchewan. The Provincial Auditor Saskatchewan report deemed the Authority in compliance with legislation. Internal controls are reasonable in its circumstances and the financial statements present fairly the financial position of the organization.

In 2003-04 the budget items for which the region can exert control over resulted in significant savings. For example, there were significant savings in travel expenses. However, the savings in these areas are offset by the increases in salaries and benefits. Continued sick leave utilization at historically high levels resulted in significant overtime cost. The Authority is demonstrating fiscal responsibility and accountability by implementing the attendance support program which assists staff and the financial sustainability of the region.

By continuing to govern in an appropriate accountable manner, the Prince Albert Parkland Health Authority will respond to the pressures on health spending and sustain health care in the region. Governance is key in managing the challenge the region faces in key geographical, social and economic factors that influence regional priorities and actions. The Prince Albert Parkland Health Authority plays an important but limited role in determining the health status of its population. The Authority does play a major role in providing services to address the health status of the region's residents. The regional environmental scan will identify the health status of the region by examining health determinants, factors affecting the population, and emerging health issues. In addition, it will include an internal analysis that evaluates the region's resources and identifies risks that may adversely affect the region's ability to achieve its goals and objectives.

Regional Environmental Scan

The statistical picture of the Prince Albert Parkland Health Region is one that looks fairly good when the population is considered in its entirety. Overall, life expectancy at birth exceeds both the national and provincial rate for males. Females are slightly lower than the provincial average but not alarming. Life expectancy at age 65 is very good for both males and females.

	Canada	Saskatchewan	PAPHR
Life Expectancy at Birth:			
Males	75.7 yrs	75.6 yrs	75.9 yrs
Females	81.3 yrs	81.4 yrs	81.2 yrs
Life Expectancy at 65:			
Males	16.2 yrs	16.6 yrs	17.6 yrs
Females	20.0 yrs	20.7 yrs	21.5 yrs

(Statistics Canada, CIHI, Health Indicators 2004)

This trend does not hold true for the entire population of the Prince Albert Parkland Health Region. The life expectancy for Aboriginal peoples is calculated at 7 to 10 percent less than non-Aboriginal peoples. This region's Aboriginal population is 31.4 percent of our total population.

The infant mortality rate (deaths per 1000 as five year average) is better than the provincial rate. Provincially it is reported as 6.9 per 1000. The Prince Albert Parkland Health Region reports 6.3 per 1000. The numbers of deaths per year (7) and the varied causes of death make this indicator very difficult to program for and subsequently effect. Efforts have been concentrated in the pre and post-natal periods. Contact for primary health care purposes for those who live on reserve remains a challenge.

Child and youth (age 0-19) injury hospitalization rates compare favorably to the provincial

grams, practices and procedures are the most effective means to improve the health of individuals and society. This is the foundation of the Prince Albert Parkland Health Authority's strategic direction.

Ensure quality, effective health care is a priority in all that is done in the Prince Albert Parkland Health Region. The Prince Albert Parkland Health Region's Quality of Care Coordinator reported 66 concerns regarding quality of care from 65 clients during the 2003-04 fiscal year. Of those concerns, 61 were resolved during that time period. Of the 61 concerns that were resolved, 42 were completed in less than 30 days, while 19 took more than 30 days.

In 2003-04, 68 percent of the concerns were resolved in an average of 9.8 days. In 2002-03, 58 percent of concerns were resolved in an average of 7.6 days.

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Child and youth (age 0-19) injury hospitalization rates compare favorably to the provincial

rate. The Prince Albert Parkland Health Region has 9.2 per 1000 for males and 5.2 per 1000 for females compared provincially at 10.2 per 1000 for males and 6.6 per 1000 for females.

Self reported health is considered to be a very good indicator of population health status. Residents of the region report excellent health at 20.2 percent (Canada 25.6 percent, Saskatchewan 20.5 percent) or very good at 37.6 percent (Canada 35.8 percent, Saskatchewan 36.3 percent). The Health Indicators 2004 from the Canadian Institute for Health Information report the Prince Albert Parkland Health Region at 13.8 percent describing their health as fair/poor. Canada reports 12.0 percent and Saskatchewan 12.8 percent.

Obesity is defined as a body mass index of over 30.0. Overweight is defined as a body mass index of between 25.0 and 29.9. In the Prince Albert Parkland Health Region 33.3 percent of the population is overweight compared to Canada at 32.5 percent and Saskatchewan at 34.0 percent. Obesity is reported at 26.5 percent. Canada as a whole has an obesity rate of 14.9 percent and Saskatchewan at 19.7 percent.

Physical activity however is reported as statistically quite good on a comparative basis. In this region 47.7 percent of the population reports they were active or moderately active compared to Canada at 42.6 percent and Saskatchewan at 44.1 percent. On the other end of the spectrum, 45.4 percent report being physically inactive compared to Canada at 49.1 percent and Saskatchewan at 48.9 percent. Physical activity is a prerequisite for good health. Our life expectancy as a whole is very good, but our obesity rates are very poor and self reported health of fair to poor is high.

The crude diabetes prevalence rate and the age sex adjusted rate is reported at 43.5 per 1000 and 43.6 per 1000. Saskatchewan crude rate is reported at 40.2 per 1000. Statistics Canada reports (2001 Aboriginal Peoples Survey) that the Aboriginal population in the City of Prince Albert has a rate of nearly 10 percent (100 per 1000). Statistics Canada reports the Prince Albert Parkland Health Region at 6.9 percent and 8.3 percent for females. They report Saskatchewan overall at 4.7 percent and Canada overall at 4.6 percent. Regardless of the reporting methodology, the rate of diabetes in this region is high and a source of concern. Obesity and low activity levels are thought to be contributing factors.

The following table indicates more determinants of health that affect the Prince Albert Parkland Health Region's health status.

Indicator	Canada	Saskatchewan	PAPHR
Dependency Ratio	45.8	55.6	60.9
Diabetes rate	4.1	4.0	6.5
Low Income rate	16.2	15.8	19.3
Post-secondary graduates	55.7	51.6	49.6
High School graduates	85.3	79.5	75.0

(Statistics Canada, CIHI, Health Indicators 2004)

	Canada	Saskatchewan	PAPHR
Population	30,859,000	1,020,000	77,215
% Population Aboriginal	3.4%	13.6%	31.4%
Aboriginal Population	1,049,206	138,720	24,246

(Statistics Canada, CIHI, Health Indicators 2003)

Northern and Aboriginal Health

As stated in the "Action Plan for Saskatchewan Health," Northern Saskatchewan offers an example of how factors such as income, education, diet, housing and early childhood development exert a tremendous influence over long-term health status. These determinants of health are directly related to health status. Since the determinants of health for Aboriginal Peoples is substantially lower, the health status of Aboriginal Peoples is substantially lower.

Health services are provided on-reserve and off-reserve in many communities. Prince Albert Parkland Health Region provides service to many Northern community residents who come to the region for health care services and/or utilize telehealth services in Northern communities like Pinehouse, La Ronge, Ile a la Crosse, and Beauval. The region has the highest Aboriginal population as a proportion of total population – excluding the three northern regions.

The Prince Albert Parkland Health Authority is striving to strengthen Aboriginal health services. The region encourages greater Aboriginal participation in health workplaces by:

⇒ conducting Aboriginal Awareness session to staff to facilitate a supportive work environment;
⇒ implementing the Aboriginal Employment Development Program, with the goal to increase Aboriginal employability and employment across public and private sectors in Saskatchewan; and
⇒ encouraging partnerships through the First Nation's Community Advisory Network.

The Prince Albert Parkland Health Region has a relatively healthy population. However, about 31 per cent of the region's population, as a whole, has very high health care needs due to poor health status. Statistically speaking, those who are of Aboriginal descent have a greater chance of poor health status requiring greater health care needs.

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Major Initiatives and Accomplishments

Despite the challenges that were faced by the Prince Albert Parkland Health Authority in responding to the health status of the population and pressures in health care spending, new initiative and accomplishments were achieved in the region during the 2003-04 fiscal year.

The initiatives and accomplishments are evidence the Prince Albert Parkland Health Authority is committed to working together toward improved health. The Authority's established goals/ends and objectives are proving effective with the initiatives and accomplishments that were achieved in this region.

The Prince Albert Parkland Health Region is proud of the following highlighted initiatives and accomplishments.

1. Secured funding to establish Primary Care Nurse in the community of Birch Hills to facilitate development of the primary health care concept.
2. Established a Regional Primary Health Care team to coordinate service delivery and care planning on a regional basis.
3. Established Physician Emergency Room coverage on a 24-hour basis at Victoria Hospital.
4. Expanded Telehealth service for clients/patients has by 28 per cent which improves the health of residents in the region by allowing clients/patients and physicians in rural and remote areas to have consultation with specialists in larger centres through an interactive video link.
5. Initiated "Bridging the Gap," an innovative partnership between the Birch Hills community and Birchview Lodge is providing quality long term care to residents.
6. Secured funding for a pilot project to implement an MDS-HC system of coordinating care for home care clients by using a comprehensive assessment tool.
7. Rotated monthly Prince Albert Parkland Health Authority meetings in various communities throughout the region to facilitate public communication and transparency in operations.
8. Strengthened School Based Health Promotion team coordinating health promotion or primary prevention services in 59 schools throughout the region.
9. Through partnership with school divisions in the Region placed nutritionist in the schools resulting in healthier food choices and healthier lifestyle education for students.
10. Introduced a Region-wide Attendance Support Program to provide staff with the necessary support to be as healthy as possible in efforts to reduce and remove the work attendance barriers.
11. Established the Family Medicine Residency Training at Victoria Hospital benefiting the Region's physicians and other direct health providers from the very current academic knowledge that residents bring to the care of patients.
12. Strengthened the representative workforce strategy increasing the employability and employment of Aboriginal Peoples in the region from 10.5 percent in 2002-03 to 15 per cent in 2003-04.
13. Established Region-wide Volunteer Services. In 2003-04 the region had 2,878 registered Volunteers provide more than 49,000 hours of service.

14. Saskatchewan Provincial Auditor's report deemed the Authority in compliance with legislation and reported the internal controls are reasonable in its circumstances and the financial statements present fairly the financial position of the organization.
15. In cooperation with Mont St. Joseph and municipal authorities, a Region-wide Special Care Homes Week was introduced to highlight special care home programs and services.
16. There is evidence that services are there when the residents of the Prince Albert Parkland Health Region require them in the many notes of thanks that the staff in the region receive on a daily basis. The following are just a sample of many **Notes of thanks…**

"...the staff were excellent and I was well looked after." (Day Surgery – Victoria Hospital)

"...thank you for your kindness and concern during my stay in the hospital. It is a gift to be able to offer reassurance and calm to a person whose world has suddenly been turned upside down..." (Intensive Care Unit – Victoria Hospital)

"...I received prompt and very competent care from each staff member whom I encountered. From receptionist and technician, to nurse and doctor, my medical and personal needs were well attended to by all." (Emergency Department – Victoria Hospital)

"...you have been gifted with the ability to deal with very sensitive topics in a way which strengthens our ability to reconcile death with life. Your unique skills and knowledge in this area are most appreciated by all of those whom you have provided support, assistance and counseling." (Spiritual Care Unit – Prince Albert Parkland Health Region)

"...As Mom enters another year of her life we wish to thank the staff of Evergreen for the wonderful care she has received over the past 10 years." (Evergreen Health Centre – Leoville)

"...thank you for giving me information on end of life options...it relieved a great burden for me." (Medical Social Services – Victoria Hospital)

Conclusion

Management Discussion and Analysis

The Prince Albert Parkland Health Authority strives to fulfill the region's mission, vision, and values by establishing clear policies that clearly state the desired results and the guideline to achieve them. Management operates within these guidelines striving to meet the ends policies or Authority's goals. In doing so, the financial health of the organization is key. A balance must be struck between the operations to fulfill the ends policies or Authority's goals and the region's finances.

The Region has the ability to meet its commitments, its financial obligations and any restrictions on its resources. There are current financing arrangements in place. There were no extraordinary items and ongoing operational costs that require attention or cause for concern.

The Region experienced an operating deficit in 2003-04 of $ 1,060,821 ($ 646,560 in 2002-03). At this time, the Region is able to meet its financial obligations and commitments with out additional borrowing. However, the Region will be unable to meet its future commitments without additional borrowing if operating deficits continue.

The Region has two long-term capital loans, which will be repaid within the next two years. The Region also has a $ 1,000,000 line of credit that it accessed only temporarily during 2003-04.

The Prince Albert Parkland Health Region's ability to operate is evident in the audited financial statements which clearly indicate the financial position of the region.

Challenges and Future Directions

The 2003-04 fiscal year continued to be a year of transition for the newly formed Prince Albert Parkland Health Region. Bringing two Health Districts together into one region has presented challenges that put the region's mission to the test. This document has shown how the Prince Albert Parkland Health Authority responded to the test. The alignment of the Authority's goals/ends and objectives with Saskatchewan Health's goals/ends and objectives shows there is a unified commitment to pull health care regionally and provincially in the same direction. Progress has been made in 2003-04 to address the challenge of improving health and sustaining health care in Prince Albert Parkland Health Region and Saskatchewan. The progress made in achieving the goal or ends demonstrated the authority's ability to strive to meet and exceed Saskatchewan Health's defined roles and expectations/responsibilities through the authority's governance and organization structure.

Regardless of the progress and strides made in accomplishing the 2003-04 Annual Report's theme of **"People, families, and communities working together toward improved health,"** challenges exist that require future consideration and attention. The following challenges have been identified in this document:

- Enhancing internal and external communication;
- Developing and implementing a comprehensive quality improvement and risk management process;
- Maintaining present surgery program scope and volume even though challenges still exist with an ongoing need to replace

worn out equipment and upgrade with new technology;

- Recruiting and retaining health care professionals;
- Developing a strategy to deal with capital resources for aging facilities;
- Engaging the workforce;
- Improving measures for community consultation and relationships with stakeholders; and
- Implementing measures to live within available operating funding levels.

The Prince Albert Parkland Health Authority has adopted a strategic planning action model that will assist in addressing these challenges. The overall objective is the alignment of programs, services, desired outputs and outcomes. Indicators from the Canadian Institute for Health Information (CIHI), Statistics Canada, Saskatchewan Health, Prince Albert Parkland Health Region, First Nations Inuit Health Branch and the Northern Intertribal Health Authority will be used to determine a baseline for the variables influencing strategic management. These variables include service area health care needs, financial resources, human resources and physical plant, equipment and capital resources. The results will determine the strategic thrusts for output outcomes. An evaluation process including participatory evaluation every three months, strategic evaluation annually, and a best practice evaluation every three years will be conducted.

PRINCE ALBERT PARKLAND
HEALTH REGION

Healthy Living in Healthy Communities

June 2, 2004

RE: Prince Albert Parkland Health Region
REPORT OF MANAGEMENT

The accompanying financial statements are the responsibility of management and have been approved in principle by the Authority. The financial statements have been prepared in accordance with Canadian Generally Accepted Accounting Principles and the Financial Reporting Guide issued by Saskatchewan Health, and of necessity includes some amounts that are based on estimates and judgments. The financial information presented in the Management's Discussion and Analysis and elsewhere in this report is consistent with that in the financial statements.

Management maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the Region's assets are safeguarded and that financial records are relevant and reliable.

The Authority Members carry out their responsibility for the financial statements through the *Finance Committee*. This Committee meets with Management to discuss and review financial matters. The appointed auditor has full and open access to the *Finance Committee*.

The appointed auditor conducts an independent audit of the financial statements. His/her examination is conducted in accordance with Canadian Generally Accepted Auditing Standards and includes tests and other procedures, which allow him/her to report on the fairness of the financial statements.

Gren Smith-Windsor,
Chief Executive Officer

Morgan Kennedy,
Chief Financial Officer

PRINCE ALBERT PARKLAND
HEALTH REGION

FINANCIAL STATEMENTS

For year ended March 31, 2004

Healthy Living in Healthy Communities

MEYERS NORRIS PENNY LLP

AUDITORS' REPORT

To: The Prince Albert Parkland Regional Health Authority

We have audited the statement of financial position of the Prince Albert Parkland Regional Health Authority as at March 31, 2004 and the statements of operations and changes in fund balances, cash flows, and supporting schedules for the year then ended. These financial statements are the responsibility of the Prince Albert Parkland Regional Health Authority's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Prince Albert Parkland Regional Health Authority as at March 31, 2004 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Meyers Norris Penny LLP

Chartered Accountants
Prince Albert, Saskatchewan
May 14, 2004

BAKER TILLY INTERNATIONAL

CHARTERED ACCOUNTANTS & BUSINESS ADVISORS
P.O. BOX 1079, 1309 LA RONGE AVENUE, LA RONGE SK S0J 1L0
PH. (306) 425-2215 FAX (306) 425-3882

PRINCE ALBERT PARKLAND HEALTH AUTHORITY
STATEMENT OF FINANCIAL POSITION
As at March 31, 2004

	Operating Fund	Restricted Funds: Capital Fund	Restricted Funds: Community Trust Fund	Total 2004	Total 2003 (Note 13)
ASSETS					
Current assets					
Cash and short-term investments (Statement 3)	$ 1,546,481	$ 1,141,190	$ 694,694	$ 3,382,365	$ 5,426,008
Accounts receivable					
Saskatchewan Health - General Revenue Fund	2,376,669	-	-	2,376,669	1,037,232
Other	1,348,487	37,072	-	1,385,559	2,304,855
Current portion of long-term receivable (Note 3)	-	177,146	-	177,146	178,758
Inventory	674,902	-	-	674,902	720,463
Prepaid expenses	504,257	-	-	504,257	1,118,323
	6,450,796	1,355,408	694,694	8,500,898	10,785,639
Long term receivables (Note 3)	-	310,959	560,905	871,864	487,995
Capital assets (Note 4)	-	43,781,487	-	43,781,487	46,457,274
Total Assets	$ 6,450,796	$ 45,447,854	$ 1,255,599	$ 53,154,249	$ 57,730,908
LIABILITIES & FUND BALANCE					
Current liabilities					
Accounts payable	$ 2,829,387	$ 159,045	$ -	$ 2,988,432	$ 4,985,288
Accrued salaries	3,303,312	-	-	3,303,312	2,138,747
Vacation payable	5,326,538	-	-	5,326,538	5,231,034
Bank loans payable (Note 6)	-	601,229	-	601,229	878,134
Current portion of mortgages payable (Note 7)	-	593,143	-	593,143	568,504
Current portion of capital lease obligation (Note 8)	-	155,551	-	155,551	151,208
Deferred revenue (Note 9)	1,088,070	-	-	1,088,070	964,548
	12,547,307	1,508,968	-	14,056,275	14,917,463
Capital lease payable (Note 8)	-	316,874	-	316,874	483,499
Mortgages payable (Note 7)	-	10,315,879	-	10,315,879	10,909,874
Total Liabilities	12,547,307	12,141,721	-	24,689,028	26,310,836
Fund Balances:					
Invested in capital assets	-	31,639,766	-	31,639,766	33,617,263
Externally restricted	-		1,255,599	1,255,599	1,250,362
Internally restricted	-	1,362,382	-	1,362,382	1,554,703
Unrestricted	(6,096,511)	303,985	-	(5,792,526)	(5,002,256)
Fund balances - (Statement 2)	(6,096,511)	33,306,133	1,255,599	28,465,221	31,420,072
Total Liabilities & Fund Balances	$ 6,450,796	$ 45,447,854	$ 1,255,599	$ 53,154,249	$ 57,730,908

APPROVED BY THE BOARD:

DIRECTOR

DIRECTOR

(See accompanying notes to the financial statements)

PRINCE ALBERT PARKLAND HEALTH AUTHORITY
STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES
For the Year Ended March 31, 2004

	Operating Fund			Restricted			
	Budget 2004	2004	2003 (Note 13)	Capital Fund 2004	Community Trust Fund 2004	Total 2004	Total 2003 (Note 13)
REVENUES							
Saskatchewan Health - General Revenue	$ 95,011,990	$ 96,849,966	$ 90,617,548	$ 1,607,940	$ -	$ 1,607,940	$ 1,430,380
Other Provincial Revenue	1,138,909	1,307,819	1,085,687	-	-	-	-
Federal Government Revenue	72,500	84,718	81,960	456,497	-	456,497	484,127
Funding from other Provinces	-	-	-	-	-	-	-
Special Funded Programs	-	-	-	-	-	-	-
Patient Fees	5,160,807	5,260,089	5,188,577	-	-	-	-
Out of Province Revenue (Reciprocal)	287,900	358,328	295,103	-	-	-	-
Out of Country Revenue	11,000	35,344	33,650	-	-	-	-
Donations	-	31,185	24,114	79,915	-	79,915	1,047,676
Investment Revenue	40,000	86,470	77,573	29,397	20,765	50,162	154,469
Ancillary Revenue	1,106,582	1,083,534	1,048,297	-	-	-	-
Recoveries	1,989,328	1,551,228	1,884,524	-	-	-	-
Other Revenue	72,870	310,510	483,054	-	-	-	6,873
	104,831,886	106,959,191	100,820,095	2,173,749	20,765	2,194,514	3,123,525
EXPENSES							
Province Wide Acute Care Services	37,813,962	39,487,032	36,716,092	2,688,677	-	2,688,677	2,470,695
Acute Care Services	1,114,392	1,085,412	1,035,459	-	-	-	-
Physician Compensation - Acute	6,734,880	7,164,856	6,551,593	-	-	-	-
Supportive Care Services	27,965,864	29,436,861	27,453,636	1,140,921	-	1,140,921	1,774,522
Home Based Service - Supportive Care	5,109,781	5,294,707	5,070,306	23,546	-	23,546	30,110
Population Health Services	3,916,874	3,615,788	3,424,164	18,236	-	18,236	61,336
Community Care Services	6,304,189	6,646,414	5,959,229	223	-	223	14,571
Home Based Services - Acute & Palliative	1,654,233	1,728,593	1,624,526	-	-	-	
Primary Health Care Services	818,533	830,568	828,436	-	-	-	
Emergency Response Services - RHA	1,982,547	2,144,982	1,813,999	-	-	-	90,000
Mental Health Services - Inpatient	3,213,839	3,304,805	3,089,890	-	-	-	
Addictions Services - Residential	-	-	-	-	-	-	
Physician Compensation - Community Services	1,104,920	1,075,575	993,889	-	-	-	
Program Support Services	4,720,322	4,829,911	5,597,976	-	-	-	
Special Funded Programs	769,736	708,878	616,613	-	-	-	
Ancillary	726,814	665,630	690,849	216,941	-	216,941	116,040
Total Expenses (Schedule 1)	104,150,886	108,020,012	101,466,656	4,088,544	-	4,088,544	4,557,274
Excess (Deficiency) of revenues over expenses	$ 681,000	(1,060,821)	(646,560)	(1,914,795)	20,765	(1,894,030)	(1,433,749)
Fund Balances, beginning of year		(4,970,768)	(4,366,140)	35,140,478	1,250,362	36,390,840	37,866,521
Interfund transfers (Note 16)		(64,922)	41,932	80,450	(15,528)	64,922	(41,932)
Fund balances, end of year		$ (6,096,511)	$ (4,970,768)	$ 33,306,133	$ 1,255,599	$ 34,561,732	$ 36,390,840

(See accompanying notes to the financial statements)

PRINCE ALBERT PARKLAND REGIONAL HEALTH AUTHORITY
STATEMENT OF CASH FLOW
For the year ended March 31, 2004

	Operating Fund		Restricted Fund			
	2004	2003 (Note 13)	Capital Fund	Community Trust Fund	Total 2004	Total 2003 (Note 13)
Cash Provided by (used in):	**Operating Activities**		**Financing and Investing Activities**			
Excess (Deficiency) of revenues over expenses	$ (1,060,821)	$ (646,560)	$ (1,914,795)	$ 20,765	$ (1,894,030)	$ (1,433,749)
Net change in non-cash working capital (Note 10)	(776,642)	1,302,581	22,483	(1,877)	20,606	(852,949)
Amortization of capital assets	-	-	3,399,654	-	3,399,654	3,464,751
Investment income on long-term investments	-	-	-	-	-	-
Gain/(loss) on disposal of capital assets	-	-	24,709	-	24,709	214,546
	(1,837,463)	656,021	1,532,051	18,888	1,550,939	1,392,599
Purchase of capital assets						
Land and leasehold improvements			(14,041)	-	(14,041)	-
Buildings/construction	-	-	(149,605)	-	(149,605)	(2,185,264)
Equipment	-	-	(593,255)	-	(593,255)	(561,325)
Proceeds on disposal of capital assets						
Buildings	-	-	8,325	-	8,325	30,839
Equipment	-	-	-	-	-	-
Purchase of long-term investment	-	-	-	-	-	-
	-	-	(748,576)	-	(748,576)	(2,715,750)
Repayment of debt	-	-	(1,008,543)	-	(1,008,543)	(378,273)
Net increase (decrease) in cash & short term investments during the year	(1,837,463)	656,021	(225,068)	18,888	(206,180)	(1,701,424)
Cash & short term investments, beginning of year	3,448,866	2,750,913	1,285,808	691,334	1,977,142	3,720,498
Interfund transfers (Note 16)	(64,922)	41,932	80,450	(15,528)	64,922	(41,932)
Cash & short term investments, end of year	$ 1,546,481	$ 3,448,866	$ 1,141,190	$ 694,694	$ 1,835,884	$ 1,977,142
Amounts in cash balances						
Cash & short term investments	$ 1,546,481	$ 3,448,866	$ 1,141,190	$ 694,694	$ 1,835,884	$ 1,977,142

(See accompanying notes to the financial statements)

PRINCE ALBERT PARKLAND REGIONAL HEALTH AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2004

1. Legislative Authority

On August 1, 2002, the Legislative Assembly passed *The Regional Health Services Act* (Act). The Act created the Regional Health Authorities for the purpose of governing the delivery of health services as well as establishing and governing Health Regions in the province of Saskatchewan.

On coming into force, the Act terminated the membership of the individual District Health Boards. All assets, liabilities, rights, and obligations of the District Health Boards continue as the assets, liabilities, rights, and obligations of the Regional Health Authority. All contracts with the former District Health Boards remain in effect until repealed or replaced by the Regional Health Authorities.

The Prince Albert Parkland Regional Health Authority was created by the Act. The Prince Albert Parkland Regional Health Authority is responsible for the planning, organization, delivery, and evaluation of health services it is to provide (The Act sec 27) within the geographic area known as the Prince Albert Parkland Health Region.

2. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

a) Health Care Organizations

i) The Regional Health Authority has agreements with and grants funding to the following CBO's and third parties to provide health services:

Canadian Mental Health Association
Cooperative Health
Family Futures
Prince Albert Council on Alcohol & Drug Abuse
Prince Albert Mobile Crisis Unit
PA Early Childhood Intervention
S.H.A.R.E

Blaine Lake Ambulance
Parkland Ambulance
Spiritwood Ambulance

Note 12b(i) provides disclosure of payments to CBO's and 3rd Parties.

ii) The following affiliate is incorporated as follows (and is a registered charitiy under the Income Tax Act):

Mont. St Joseph Home Inc.

The Regional Health Authority provides annual grant funding to this organization for the delivery of health care services. Consequently, the Regional Health Authority has disclosed certain financial information regarding this affiliate.

This affiliate is not consolidated into the Regional Health Authority financial statements. Alternatively, Note 12b(ii) provides supplementary information on the financial position, results of operations and cash flows of the affiliate.

iii) The Victoria Hospital Foundation Inc. (the Foundation) is incorporated under the Non-Profit Corporations Act and is a registered charity under the Income Tax Act.

Under the Foundation's Articles of Incorporation, all funds raised by the Foundation after payments of reasonable expenses must be used to purchase and transfer assets to the Regional Health Authority, for Victoria Hospital purposes. Consequently, control of the Foundation's activities by virtue of economic interest exists.

These financial statements do not include the financial activities of the foundation. Alternatively, Note 12b(iii) provides supplementary information of the foundation.

b) Fund Accounting

The accounts of the Prince Albert Parkland Regional Health Authority are maintained in accordance with the restricted fund method of accounting for contributions. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

i) Operating Fund

The operating fund reflects the primary operations of the Regional Health Authority including revenues received for provision of health services from Saskatchewan Health-General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries and ancillary revenue. Expenses are for the delivery of health services.

ii) Capital Fund

The capital fund is a restricted fund that reflects the equity of the Regional Health Authority in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues received from Saskatchewan Health - General Revenue Fund designated for construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of amortization of capital assets.

iii) Community Trust Fund

The community trust fund is a restricted fund that reflects community generated assets transferred to the Prince Albert Parkland Regional Health Authority in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in the Prince Albert Parkland Health Region from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in pre-amalgamation agreements between the Prince Albert Parkland Regional Health Authority and the health corporations.

c) Revenue

Unrestricted contributions are recognized as revenue in the Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted contributions related to general operations are recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund.

d) Inventory

Inventory consists of general stores, pharmacy, dietary and other. All inventories are valued at cost as determined on the first in, first out basis.

e) Capital Assets

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets, with a life exceeding one year, are amortized on a straight-line basis over their estimated useful lives as follows:

Buildings	2 1/2% to 5%
Land and leasehold improvements	10% to 20%
Equipment	5% to 33%

Donated capital assets are recorded at their fair market value at the date of contribution (if fair value can be reasonably determined).

f) Investments

Investments are valued at the lower of cost or net realizable value.

g) Pension

Employees of the Prince Albert Parkland Regional Health Authority participate in several multi-employer defined benefit pension plans, or a defined contribution plan. The Prince Albert Parkland Regional Health Authority follows defined contribution plan accounting for its participation in the plans. Accordingly, the Prince Albert Parkland Regional Health Authority expenses all contributions it is required to make in the year.

h) Measurement Uncertainty

These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. In the preparation of financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of commitments and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in the period in which they become known.

3. Long-term receivable

The Victoria Hospital Foundation has raised funds for the purchase of 105 beds and diagnostic imaging equipment for the Victoria Hospital Site. The assets have been purchased and the funding will be received over the next three years as follows:

2005 - $177,146
2006 - 172,836
2007 - 138,123

4. Capital Assets

	March 31, 2004			March 31,2003
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land	$ 648,741	$ -	$ 648,741	$ 649,479
Land & Leasehold Improvements	824,749	661,512	163,237	176,183
Buildings	77,029,353	38,089,384	38,939,969	40,965,020
Equipment	25,433,427	21,488,695	3,944,732	4,581,784
Construction in Progress	84,808	-	84,808	84,808
	$ 104,021,078	$ 60,239,591	$ 43,781,487	$ 46,457,274

5. Commitments

a) Capital Asset Acquisitions

At March 31, 2004, commitments for acquisition of capital assets were $ 319,583 (2003 - $ nil).

b) Operating Leases

Minimum annual rentals under operating leases on property and equipment over the next four years are as follows:

2005	$296,042
2006	11,631
2007	5,175
2008	5,175

c) Annuities

The former Prince Albert District Health Board received donations and entered into charitable annuity agreements with the donors to purchase annuities on the donor's behalf. The Regional Health Authority's liability under the agreements is to ensure that each donor receives the monthly annuity paid by the financial institution who issued the annuity. Upon the death of the annuitant the balance of the funds, if any, will be transferred to the Regional Health Authority. The asset and related liability have not been disclosed in the balance sheet due to the trust arrangements in effect and due to the uncertainty of future events.

6. Bank Loan

	2004	2003
Demand Loan, Canadian Imperial Bank of Commerce, at prime minus 0.10% interest payable monthly with the following repayment terms	**$601,229**	$878,134

$ 157,447 is presently being repaid monthly at $1,780 principal and interest unless demand is made.

$ 443,781 is presently being repaid monthly at $24,155 principal and interest unless demand is made.

7. Mortgages Payable

Title of Issues	Interest Rate	Annual Repayment Terms	2004	2003
Birchview Nursing Home CMHC, due December 1, 2018	6.45%	$106,432 principal & interest of which $45,156 is subsidized by SHC, yielding an effective interest rate of 2%. Mortgage renewal date – February 1, 2005	**$1,016,495**	$1,056,666
Evergreen Health Centre CMHC, due September 1, 2023	6.45%	$59,772 principal & interest of which $18,252 is subsidized by SHC, yielding an effective interest rate of 2%. Mortgage renewal date – February 1, 2005	**666,693**	683,345
Hafford & District Nursing CMHC, due February 1, 2030	10.00%	$26,719 principal & interest	**273,588**	276,410
Herb Bassett Home CMHC, due March 1, 2009	4.70%	$355,944 principal & interest of which $77,066 is subsidized by SHC, yielding an effective interest rate of 2% Mortgage renewal date – March 1, 2008	**1,585,284**	1,860,242

Idylwild Lodge CMHC due June 1, 2020	5.90%	$131,887 principal & interest of which $49,718 is subsidized by SHC, yielding an effective interest rate of 2%. Mortgage renewal date – August 1, 2006	**1,383,167**	1,432,654
Jubilee Lodge CMHC, due November 1, 2020	6.22%	$62,342 principal & interest of which $29,025 is subsidized by SHC, yielding an effective interest rate of 2%. Mortgage renewal date – February 1, 2006.	**649,002**	670,663
Kinistino Jubilee Lodge & Units CMHC, due May 1, 2015	5.125%	$11,341 principal & interest.	**96,532**	102,805
Lakewood Lodge CMHC, due September 1, 2021	5.90%	$117,573 principal & interest of which $44,302 is subsidized by SHC, yielding an effective interest rate of 2%. Mortgage renewal date – August 1, 2006.	**1,288,022**	1,329,027
Parkland Terrace CMHC, due April 1, 2027	8.00%	$43,944 principal & interest, with an amount of $38,985 forgivable at $1,695 per year over the life of the mortgage if regular payments are made.	**506,179**	514,622
Pineview Terrace Lodge & Units CMHC, due December 1, 2004	5.125%	$27,325 principal & interest.	**20,075**	45,673
Rabbit Lake Health Centre CMHC, due September 1, 2021	6.45%	$49,641 principal & interest of which $20,534 is subsidized by SHC, yielding an effective interest rate of 2%. Mortgage renewal date – February 1, 2005.	**523,082**	538,799
Wheatland Lodge CMHC, due April 1, 2026	5.90%	$109,699 principal & interest of which a certain amount is subsidized monthly based on the net loss of the shelter component. Mortgage renewal date – August 1, 2006.	**1,359,904**	1,389,208
Whispering Pine Place CMHC, due July 1, 2023	6.87%	$143,289 principal & interest of which $48,962 is subsidized by SHC. Mortgage renewal date – June 1, 2005.	**1,540,999**	1,578,264
			10,909,022	11,478,378
Less: Amounts due within one year			**593,143**	568,504
			$10,315,879	$10,909,874

For each of the mortgages, the Regional Health Authority has pledged the related buildings of the special care homes as security. Additional security is provided on the mortgages for Jubilee Lodge and Birchview Nursing Home by security agreements on equipment and furnishings and the assignment of rents and leases. Additional security is provided for the mortgage on the Herb Bassett Home by an assignment of rents and leases. Additional security is provided for the mortgages of Idylwild Lodge, Evergreen Health Centre, Hafford & District Nursing, Lakewood Lodge, Parkland Terrace, Rabbit Lake Health Centre, Wheatland Lodge and Whispering Pine Place by the assignment of land and equipment.

Aggregate principal repayments required for each of the next five years are estimated as follows:

2005	$ 593,143
2006	$ 604,952
2007	$ 638,658
2008	$ 674,293
2009	$ 712,191
2010 and subsequent	$ 7,685,785

8. Capital Lease

a) Equipment has been taken on lease on terms, which transfer substantially all of the benefits and risks of ownership to the Regional Health Authority and are accounted for as a "capital lease", as though an asset had been purchased and a liability incurred.

	2004			2003
	Cost	Accumulated Amortization	Net Carrying Amount	Net Carrying Amount
Equipment under capital lease	$ 857,258	$361,187	**$496,071**	$651,153

The equipment is amortized on a straight-line basis over its economic life beginning in the year of acquisition.

b) Minimum annual payments under capital leases on equipment over the full lease term are as follows:

2005	$185,956
2006	182,548
2007	166,261
Total minimum lease payments	534,765
Less: amount representing interest	(62,340)
Total Lease obligation	$ 472,425

PRINCE ALBERT PARKLAND REGIONAL HEALTH AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2004

9. Deferred Revenue

	Balance Beginning of Year	Less amount Recognized from Sask Health	Add amount Received from Health	Less Amount Recognized from other sources	Add amount Received from other sources	Balance End of Year
Aboriginal Awareness Funding	$ 40,000	$ (40,000)	$ 19,446	$ -	$ -	$ 19,446
Acquired Brain Injury	189,130	-	-	(560,551)	704,902	333,481
Behavior Management	64,817	(64,817)	-	-	-	-
Can.Triage/Acuity Scale	20,000	(20,000)	-	-	-	-
Cont. Edcuation/Development	90,725	(20,000)	15,111	-	-	85,836
Control of Diabetes	26,651	(26,651)	-	-	-	-
Dental Project	30,047	(30,047)	-	-	-	-
Drinking Water Strategy	22,635	(22,635)	-	-	-	-
Family Support/Rehab	18,210	(867)	-	-	-	17,343
Farm Safety	-	-	-	-	779	779
Health Improvement Initiatives	13,045	(13,045)	-	-	-	-
Hepatitis A/B	-	-	7,000	-	-	7,000
Immunization	2,100	(2,100)	-	-	-	-
Infant Mortality	48,607	(4,370)	-	-	-	44,237
Injection Drug Use Strategy	56,858	(56,858)	-	-	-	-
Kid's first	12,130	-	-	(32)	-	12,098
Medical Services Plan	24,047	(58,534)	325,000	-	-	290,513
MDS – Home Care	-	-	100,000	-	-	100,000
Needle Exchange	3,000	(3,000)	-	-	-	-
Primary Care	50,000	-	-	-	-	50,000
Problem Gambling	37,210	-	-	(48,136)	22,207	11,281
Sask Immunization/PHIS	10,000	-	-	(10,000)	-	-
Severance Funding	4,742	(4,742)	-	-	-	-
Successful Mothers Support	28,708	(28,708)	-	-	-	-
Surgical Wait List Registry	25,000	(25,000)	-	-	-	-
Team Facilitator	-	-	78,600	-	-	78,600
Telehealth	9,827	-	-	-	-	9,827
Tobacco Grant	-	(340)	8,500	-	-	8,160
Workplace Wellness	117,617	(117,617)	-	-	-	-
Other	19,442	-	-	(53,513)	53,540	19,469
Total	$ 964,548	$ (539,331)	$ 553,657	$ (672,232)	$ 781,428	$ 1,088,070

Restricted funding related to general operations from Saskatchewan Health - General Revenue Fund is recorded as revenue as the related costs are incurred. Other revenue received in advance is recorded as revenue as the related services are provided.

10. Net Change in Non-cash Working Capital

	Operating Fund		Restricted Funds			
	2004	2003	Capital Fund	Community Trust Fund	Total 2004	Total 2003
(Increase) Decrease in accounts receivable	$ (1,027,110)	$ (510,649)	$ 226,590	$ (1,877)	$ 224,713	$ (428,819)
(Increase) Decrease in inventory	45,560	(50,114)			-	
(Increase) Decrease in prepaid expenses	614,066	(228,955)			-	
Increase (Decrease) in accounts payable	(1,792,749)	1,426,059	(204,107)		(204,107)	(424,130)
Increase (Decrease) in accrued salaries	1,164,565	161,978			-	
Increase (Decrease) in vacation payable	95,504	422,533			-	
Increase (Decrease) in deferred revenue	123,522	81,729			-	
	$ (776,642)	$ 1,302,581	$ 22,483	$ (1,877)	$ 20,606	$ (852,949)

11. Trust Funds

The Regional Health Authority administers funds held in trust for patients and residents using the Regional Health Authority's facilities. The funds are held in separate accounts for the patients or residents of each facility. The total cash held in trust as at March 31, 2004 was $128,828 (2003 - $111,187). These amounts are not reflected in the financial statements.

	2004	2003
Patient/resident	$ 105,299	$ 89,213
Leoville Union Hospital –Pre-amalgamation	23,529	21,974
	$ 128,828	$ 111,187

12. Related Parties

These financial statements include transactions with related parties. The Prince Albert Parkland Regional Health Authority is related to all Saskatchewan Crown agencies such as departments, corporations, boards and commissions under the common control of the Government of Saskatchewan. The Regional Health Authority is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, the Regional Health Authority is related to other non-Governmental organizations by virtue of its economic interest in these organizations.

a) Related Party Transactions

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of the transactions resulting from these transactions are included in the table below and the financial statements at the standard rates charged by those organizations and are settled on normal trade terms.

	2004	2003
Accounts Receivable	$ 140,284	$ 158,065
Accounts Payable	613,719	1,365,788
Revenue	890,983	885,462
Expenses	13,834,264	12,681,243

The Related Parties resulting from these transactions for 2003-2004 are shown in the table below:

Accounts Receivable

Third Party	Amount
Dept of Soc. Services	$ 51,772
SAHO	1,662
Sask Cancer Agency	12,145
S.G.I.	1,481
WCB	73,224
Total AR	140,284

Accounts Payable

Third Party	Amount
North Sask Laundry	$ 158,104
Sask Power	66,660
Sask - Tel	1,319
WCB	387,636
Total AP	613,719

Revenue

Third Party	Amount
North Sask Laundry	$ 210,231
SGI	272,869
WCB	407,882
Total Revenue	890,982

Expenses

Third Party	Amount
Battlefords Hospital	$ 322
Canadian Mental Health	137,041
Dept of Community Resources	850
Minister of Finance	117,330
Northlands College	100
North Sask Laundry	1,869,773
P.A.C.A.D.A.	323,260
Prairie North Health Region	8,816
Providence Health Care	640
Public Employees Benefit	242,169
Regina General Hospital	370
Royal University Hospital	1,927
S.A.H.O.	6,602,540
Sask Cancer	160
Sask Energy	571,626
Sask Power	946,066
Sask Property Mngt	640,460
Sask-Tel	362,437
Sask Transportation	3,977
Sask Mobility	88,964
Self Help Recreation	360,271
S.G.I.	1,461
WCB	1,587,633
University of Regina	2,643
University of Sask	75
Total Expenses	13,870,911

In Addition, the Regional Health Authority pays Provincial Sales Tax to the Saskatchewan Department of Finance on all its taxable purchases. Taxes are recorded as part of the cost of those purchases.

b) Health Care Organizations

i) Community Based Organizations and Third Parties

The Regional Health Authority entered into agreements with CBO's and Third Parties to provide health services.
These organizations receive operating funding from the Regional Health Authority on a monthly basis in accordance with budget amounts approved annually. During the year, the Regional Health Authority provided the following amounts to CBO's and Third Parties:

	2004	2003
Canadian Mental Health Association	$ 137,041	$ 128,555
Cooperative Health	124,388	102,089
Family Futures	140,210	119,345
Prince Albert Council on Alcohol & Drug Abuse	323,260	297,332
Prince Albert Mobile Crisis Unit	64,810	64,000
Prince Albert Early Childhood Intervention	38,110	-----
S.H.A.R.E.	416,422	395,016
Blaine Lake Ambulance	186,885	156,542
Parkland Ambulance	1,361,384	1,168,377
Spiritwood Ambulance	513,044	397,736

ii) Affiliates

The Act makes the Regional Health Authority responsible for the delivery of health services in its region including the health services provided by privately owned affiliates. The Act requires affiliates to conduct their affairs and activities in a manner that is consistent with, and that reflects, the health goals and objectives established by the Regional Health Authority. The Regional Health Authority exercises significant influence over affiliates by virtue of its material inter-entity transactions. There is also an interchange of managerial personnel, provision of human resource and finance/administrative functions with some affiliates. The following presentation discloses the amount of funds granted to each affiliate.

The Regional Health Authority has an affiliation agreement with Mont St. Joseph Home Inc., a privately owned health corporation to provide services.

This corporation receives operating funding from the Regional Health Authority on a monthly basis with budget amounts approved annually. During the year, the Authority provided the following amounts:

	2004	2003
Results of Operations		
RHA Grant	$ 5,118,357	$ 4,644,379
Other Revenue	1,577,873	1,524,408
Total Revenue	6,696,230	6,168,787
Salaries & Benefits	5,618,358	5,107,933
Other Expenses*	1,693,767	1,570,032
Total Expenses	7,312,125	6,677,965
Excess Revenue over Expenses	$ (615,895)	$ (509,178)
**Other Expenses includes amortization of $443,874 (2003 - $440,776)*		
Cash Flows		
Cash from operations	$ 36,300	$ 92,632
Cash used in Financing Activities	(1,488)	(1,377)
Cash used in Investing Activities*	(31,874)	(46,434)
Increase in cash	$ 2,938	$ 44,821

**Cash used in investing activities includes capital purchases of $31,874 (2003-$46,434)*

iii) Fundraising Foundations

Fundraising efforts are undertaken through a non-profit business corporation known as the Victoria Hospital Foundation. The year end of the Foundation is September 30, 2003 which is reflected in the information below.

Victoria Hospital Foundation:

Balance Sheet	2004	2003
Assets	$ 368,412	$ 444,772
Net Capital Assets	6,649	5,640
Total Assets	375,061	450,412
Total Liabilities	6,379	-
Fund Balances	368,682	450,412
	375,061	450,412
Results of Operations		
Other Revenue	449,715	669,298
Total Revenue	449,715	669,298
Salaries & Benefits	119,178	94,804
Other Expenses*	46,745	26,093
Total Expenses	165,923	120,897
Excess Revenue over Expenses	**$ 283,792**	**$ 548,401**

*Other Expenses includes amortization of $5,010 (2003 $3,806)

Cash Flows		
Cash From Operations	$ 99,072	$ 90,737
Cash Used in Financing Activity	-	-
Cash Used in Invensting Activity*	(6,019)	(1,147)
	$ 93,053	$ 89,590

*Cash used in Investing Activities includes capital purchases of $6,019 (2003 - $1,147)

13. Comparative Information

Certain 2002-03 balances have been reclassified to conform to the current year's presentation.

14. Pension Plan

Employees of the Regional Health Authority participate in one of the following pension plans. Some employees participate in the Saskatchewan Healthcare Employee's Pension Plan (SHEPP), which is jointly governed by a board of eight trustees. Four of the trustees are appointed by the Saskatchewan Association of Health Organizations (SAHO) (a related party) and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU and HSAS). SHEPP is a multi-employer defined benefit plan which came into effect on December 31,2002. (Prior to December 31,2002 this plan was formerly the SAHO Retirement Plan and governed by the SAHO Board of Directors.) Other employees participate in either the Public Service Superannuation Plan (a related party) which is also a defined benefit plan, or the Public Employees' Pension Plan (a related party) which is a defined contribution plan. Both of these plans are the responsibility of the Province of Saskatchewan. The Regional Health Authority's financial obligations to the plans is limited to making required payments to match amounts contributed by employees for current services.

Pension expense for the year amounted to $2,896,289 (2003 - $2,422,702) and is included in the benefits in Schedule 1.

Effective January 1, 2004, contribution rates are as follows:

6.55% (2003 - 5.04%) of pensionable earnings up to the yearly maximum pensionable earnings (CPP) plus
8.23% (2003 - 6.72%) of pensionable earnings above the yearly maximum pensionable earnings (CPP)

15. Budget

The Regional Health Authority Board approved the 2003-2004 operating budget plan on May 28, 2003. The Regional Health Authority Board approved the 2003-2004 capital budget on June 25, 2003.

16. Interfund Transfers

Each year the Regional Health Authority transfers amounts between its funds for various purposes. These include funding capital asset purchases, and reassigning fund balances to support certain activities.

	Operating		Capital		Community	
	2004	2003	**2004**	2003	**2004**	2003
Capital Purchases	**$ -**	$ -	**$ 15,528**	$ 546,045	**$ (15,528)**	$ (546,045)
CMHC Reserves	**(64,922)**	41,932	**64,922**	(41,932)	**-**	-
Other Capital Reserves	**-**	-	**-**	-	**-**	-
Total	**$ (64,922)**	$ 41,932	**$ 80,450**	$ 504,113	**$ (15,528)**	$ (546,045)

17. Financial Instruments

a) Significant terms and conditions

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these financial statements.

b) Credit risk

The Regional Health Authority is exposed to credit risk from the potential non-payment of accounts receivable. The majority of the Regional Health Authority's receivables are from Saskatchewan Health - General Revenue fund, Saskatchewan Workers' Compensation Board, health insurance companies or other Provinces. Therefore, the credit risk is minimal.

c) Fair value

The following methods and assumptions were used to estimate the fair value of each class of financial instrument:

- The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature.

  cash and short term investments
  accounts receivable
  accounts payable
  accrued salaries and vacation payable

- For investments, the fair value is considered to approximate quoted market values.

- The fair value of mortgages payable before the repayment required within one year, is $11,478,882 (2003 - $10,332,043) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements.

d) Short-term Borrowing/Operating Line-of-Credit

Short-term borrowings are secured by promissory notes supported by Borrowing Resolutions and by an Assignment and Hypothecation of Revenues, and bearing interest at an interest rate of prime minus 0.10%, which is due on demand. Total interest paid on the short-term borrowings in 2004 was $34,314 (2003 - $43,508).

The Authority has a line-of-credit limit of $1,000,000 (2003 - $1,000,000) with an interest rate charged at prime minus 0.10%, which is re-negotiated annually. The line-of-credit is secured by an Overdraft Borrowing Agreement supported by a Borrowing Resolution and by an assignment and hypothecation of revenues. Total interest paid on the line-of-credit in 2004 was $ nil (2003 - $287).

18. Volunteer Services

The operations of the Prince Albert Parkland Regional Health Authority utilize services of many volunteers. Because of the difficulty in determining the fair market value of these donated services, the value of these donated services is not recognized in the financial statements.

19. North Sask Laundry and Support Services Ltd.

Prince Albert Parkland Health Region is one of four shareholders of North Sask Laundry and Support Services Ltd. North Sask Laundry and Support Services Ltd. supplies laundry services to its owners for a fee that is intended to insure the laundry has sufficient cashflows to operate effectively. In March of 2003 the Board of Directors of Prince Albert Parkland Health Region passed a motion to guarantee a proportional share (1/4) of a $476,440 operating loan for the laundry service, representing a potential liability of $ 116,400.

Prince Albert Parkland Health Region owns one quarter of North Saskatchewan Laundry and Support Services Ltd. The Laundry provides linens and laundry services to the owners for a poundage fee, which is set to recover all of the expenses of the Laundry. The Laundry is incorporated under the Saskatchewan Business Corporations Act and is treated as a for profit company for tax purposes.

SCHEDULE 1

PRINCE ALBERT PARKLAND REGIONAL HEALTH AUTHORITY

SCHEDULE OF EXPENDITURES BY OBJECT

For the Year Ended March 31, 2004

	Budget 2004	2004	2003
Operating			
Benefits	$ 9,990,396	$ 10,952,547	$ 9,506,413
Board Costs	155,320	157,168	170,894
Diagnostic Imaging Supplies	99,741	115,161	172,960
Drugs & Gases	1,937,949	1,677,757	1,891,440
Food	1,468,761	1,452,495	1,398,000
Grants to Ambulance Services	1,976,577	2,097,170	1,768,767
Grants to third parties	6,286,084	6,392,219	5,590,018
Housekeeping and Laundry supplies	550,297	570,969	593,407
Information Technology Contracts	211,772	147,842	160,804
Insurance	152,965	246,599	186,410
Interest Expense	5,450	26,159	14,870
Laboratory Supplies	619,296	785,281	665,444
Medical and Surgical Supplies	2,585,146	2,318,424	2,448,844
Medical remuneration and benefits	7,199,367	8,087,330	7,698,261
Office supplies and other office costs	433,444	398,787	433,205
Other	2,024,170	1,624,185	1,090,943
Other Referred-out Services	1,693,986	1,992,070	2,254,710
Professional fees	422,242	521,489	370,397
Prosthetics	609,475	507,076	521,427
Purchased services	1,450,416	1,414,018	1,202,472
Rent/lease costs	1,437,218	1,401,394	1,157,242
Repairs and maintenance	764,443	748,566	979,745
Salaries	58,384,644	60,965,125	57,880,811
Service Contracts	424,012	460,119	446,040
Travel	1,051,866	761,003	919,935
Utilities	2,215,849	2,199,059	1,943,197
	$ 104,150,886	$ 108,020,012	$ 101,466,656
Restricted			
Amortization		3,399,654	$ 3,464,751
Loss on disposal of fixed assets		24,709	214,546
Other		664,181	877,977
		4,088,544	$ 4,557,274

SCHEDULE 2

PRINCE ALBERT PARKLAND REGIONAL HEALTH AUTHORITY
SCHEDULE OF CONSOLIDATED INVESTMENTS
For the Year Ended March 31, 2004

	Amount	Maturity	Effective Rate	Coupon Rate
Restricted Investments				
Cash and Short-term Chequing & Savings:				
CIBC – Prince Albert, Sk	$ 1,171,241			
Home Care – Spiritwood C.U.	23,648			
RBC Dominion Securities	34			
Shellbrook Credit Union	78,603			
Shellbrook Credit Union-Equity	9,043			
	$ 1,282,569			
Term Deposits:				
Shellbrook Credit Union	$ 10,000	06/08/05	2.00%	---
Shellbrook Credit Union	12,036	09/18/06	2.85%	---
Shellbrook Credit Union	104,537	03/25/05	2.05%	---
Shellbrook Credit Union	132,000	06/04/04	2.15%	---
Shellbrook Credit Union	25,911	02/20/05	3.30%	---
Shellbrook Credit Union	107,662	03/25/05	3.81%	---
Shellbrook Credit Union	25,913	03/20/06	3.65%	---
Shellbrook Scotia Bank	25,942	02/19/05	1.75%	---
Shellbrook Scotia Bank	28,650	02/19/07	5.00%	---
Citizen's Bank, GIC	60,000	10/15/04	3.05%	
Canadian Western Bank, GIC	20,665	10/15/04	3.05%	
	$ 553,316			
	$ 1,835,885			
Unrestricted Investments				
Cash and Short-Term Chequing & Savings				
Petty Cash	$ 9,145			
C.I.B.C. – Prince Albert, Sk	591,943			
Other Holding Accounts	945,392			
	$ 1,546,480			
Total Investments	$3,382,365			

Restricted Investments consist of: community generated funds transferred to the RHA and held in the Community Trust Fund (Schedule 3); and replacement reserves maintained under mortgage agreements with Canada Mortgage and Housing Corporation (CMHC) and/or Saskatchewan Housing Corporation (A Division of Saskatchewan Municipal Government) (SHC) are held in the Capital Fund (Schedule 4).

SCHEDULE 3

PRINCE ALBERT PARKLAND REGIONAL HEALTH AUTHORITY
SCHEDULE OF CONSOLIDATED EXTERNALLY RESTRICTED FUNDS
For the Year Ended March 31, 2004

	Balance, Beginning of Year	Investment and Other Income	Expenses	Transfers	Balance, End of Year
Kinistino and District Health Foundation Inc.	$ 454,045	$ -	$ -	$ -	$ 454,045
The Birch Hills and Area Health Care Foundation Inc.	103,470	-	-	-	$ 103,470
Shellbrook Union Hospital Board	546,494	17,191	-	-	$ 563,685
Woodland District 27 Home Care	39,176	-	-	15,528	$ 23,648
Prince Albert Regional Health Authority	107,177	3,574	-	-	$ 110,751
Total	$ 1,250,362	$ 20,765	$ -	$ 15,528	$ 1,255,599

SCHEDULE 4

PRINCE ALBERT PARKLAND REGIONAL HEALTH AUTHORITY
SCHEDULE OF CONSOLIDATED INTERNALLY RESTRICTED FUND BALANCES
For the Year Ended March 31, 2004

1. CANADA MORTGAGE AND HOUSING CORPORATION (CMHC) DESIGNATED RESERVES

	Balance, Beginning of Year	Investment Income Allocated	Transfer from Unrestricted Fund Annual Allocation	Transfer to Unrestricted Fund Expenses	Transfer to Investment in Capital Asset Fund Balance	Balance, End of Year
Birchview Home	$ 17,065	$ 630	$ 5,075	$ -	$ -	$ 22,770
Hafford Special Care Centre	6,092	-	4,250	3,764	-	6,578
Herb Bassett Home	497,400	16,686	-	10,961	-	503,125
Idylwild Lodge	1,553	-	10,000	8,939	-	2,614
Jubilee Lodge	92,958	2,386	3,128	3,472	-	95,000
Jubilee Units	76,626	2,589	1,694	855	-	80,054
Lakewood Lodge	8,104	-	9,100	-	-	17,204
Parkland Terrace	42,097	-	7,707	-	-	49,804
Pineview Terrace Lodge	35,082	1,212	8,460	3,887	-	40,867
Pineview Terrace Units	199,844	6,704	-	4,223	-	202,325
Wheatland Lodge	762	-	7,750	-	-	8,512
Whispering Pine Place	59,892	-	8,500	9,175	-	59,217
Sub-total:CMHC Reserves	**$ 1,037,475**	**$ 30,207**	**$ 65,664**	**$ 45,276**	**$ -**	**$ 1,088,070**

The Regional Health Authority is required to maintain certain replacement reserves as a condition of receiving a subsidized mortgage or a mortgage interest subsidy from the Canada Mortgage & Housing Corporation (CMHC).

The above schedule shows the changes in these reserve balances during the year.

2. BOARD DESIGNATED RESERVES

	Balance Beginning of Year	Annual Allocation	Income Allocation	Transfer to Unrestricted Fund Balance	Balance End of Year
Begin Estate	$ 2,781	$ -	$ 92	$ -	$ 2,873
Capital Reserve (former PLHD)	260,061	-	3,500	254,542	9,019
Ferris Estate	51,053	-	1,707	-	52,760
Herb Bassett Home Chapel	6,855	-	229	-	7,084
Parking	-	-	-	-	-
Parkland Terrace	55,984	-	1,400	-	57,384
Poole Estate	15,067	-	504	-	15,571
Printing Equipment	81,667	-	2,731	-	84,398
Renal	35,202	-	1,177	-	36,379
Watsang Estate	8,558	-	286	-	8,844
	$ 517,228	-	$ 11,626	$ 254,542	$ 274,312

Reserves are approved by the Board for designated purposes and are restricted from the Capital Fund Balances.

TOTAL INTERNALLY RESTRICTED FUND BALANCES:

	2004	2003
CMHC Reserves	**$ 1,088,070**	$ 1,037,475
Board Designated	**274,312**	517,228
TOTAL	**1,362,382**	1,554,703

SCHEDULE 5

PRINCE ALBERT PARKLAND HEALTH REGION
CONSOLIDATED SCHEDULE OF

BOARD REMUNERATION, BENEFITS, AND ALLOWANCES
For the year ended March 31

	2004				2003		
Board Members	Retainer and Per Diems	Benefits[1]	Other Expenses	Total	Retainer and Per Diems	Benefits and Other Expenses	Total
Chairperson							
Ewanchuk, R.	$ 19,213	$ 6,739	$ 5,884	$31,835	$ -	$ -	$ -
Beck, C.	-	-	-	-	3,094	1,378	4,472
Prystupa, M.	-	-	-	-	4,378	494	4,872
Board Member							
Attrux, I.	5,038	2,200	2,971	10,209	4,567	4,553	9,120
Bear, A.	450	185	29	664	3,881	1,039	4,920
Boechler, J.	4,500	1,601	1,800	7,901	4,110	3,865	7,975
Gange, H.	5,000	2,238	3,065	10,303	4,335	4,657	8,992
Hill, L.	1,950	219	217	2,386	3,892	1,091	4,983
Leson, P.	4,905	732	754	6,391	4,876	1,816	6,692
MacDonald, D.	3,400	563	793	4,755	6,036	2,520	8,556
Morin, P.	4,838	837	817	6,492	5,819	2,504	8,323
O'Neil, C.	4,075	1,090	1,159	6,324	4,370	3,824	8,194
Saam, L.	5,146	1,495	1,469	8,109	9,864	4,646	14,510
Steen, W.	1,000	379	523	1,902	4,078	2,978	7,056
				-			-
Boychuk, A.				-	425	348	773
Buettner, J.				-	638	-	638
Diesen, L.				-	1,638	56	1,694
Dodd, L.				-	400	183	583
Fiala, M.				-	1,724	32	1,756
Fineday, D.				-	1,368	88	1,456
Heilmann-Toews, J.				-	638	-	638
Mazurek, F.				-	1,400	126	1,526
Malhotra, Dr. L.				-	350	-	350
Matzner, E.				-	1,414	38	1,452
McClintick, L.				-	650	132	782
Ogenchuk, A.				-	1,689	208	1,897
Tataryn, A.				-	425	610	1,035
Thoms, C.				-	775	83	858
Warriner, N.				-	-	-	-
	-	-	-	-	-	-	-
Total	$ 59,513	$ 18,279	$ 19,479	$97,271	$ 76,834	$ 37,269	$ 114,103

(1) Benefits includes employer CPP and all travel time.

(2) Term expired July 31, 2002.

(3) Includes expenses while sitting as a member of Regional Health Authority Planning Committee in 2002.

PRINCE ALBERT PARKLAND HEALTH REGION
CONSOLIDATED SCHEDULE OF

SENIOR MANAGEMENT SALARIES, BENEFITS, ALLOWANCES, AND SEVERANCE
For the year ended March 31

	2004							2003			
					Severance						
Staff	Number of FTE's	Salaries[1]	Benefits and Allowances[2]	Sub-total	Number of FTE's	Amount	Total	Number of FTE's	Salaries, Benefits and Allowances	Severance	Total
Chief Executive Officer	1.00	$ 126,885	$ 3,999	$ 130,883	-	$ -	$ 130,883	-	$ -	$ -	$ -
Prince Albert Parkland								1.00	$ 116,958		$ 116,958
								1.00	$ 96,179		$ 96,179
Senior Positions:											
VP Primary & Community Care	1.00	102,524	10,622	113,146	-	-	113,146	-	-	-	-
VP Acute & Emergency Services	1.00	111,921	10,573	122,495	-	-	122,495	-	-	-	-
VP Supportive Care	1.00	102,616	10,605	113,221	-	-	113,221	-	-	-	-
VP Acute	-	25,457	1,610	27,068	-	-	27,068	-	-	-	-
CFO	1.00	94,322	9,944	104,266	-	-	104,266	-	-	-	-
Chief Human ResourcesOfficer	1.00	99,700	10,512	110,212	-	-	110,212	-	-	-	-
Communications Officer	1.00	34,469	3,949	38,419	1.00	11,989	50,408	-	-	-	-
Executive Assistant	1.00	50,152	6,256	56,408	-	-	56,408	-	-	-	-
Executive Director Research & Partnerships	1.00	88,683	9,292	97,976	-	-	97,976	-	-	-	-
Senior Physician Executive	0.60	89,040	4,382	93,422	-	-	93,422	-	-	-	-
Medical Health Officer	0.80	139,127		139,127			139,127	-	-	-	-
				-			-				-
Executive Assistant				-			-	0.50	10,084		10,084
Executive Secretary				-			-	1.00	54,409		54,409
Physician Recruitment/Support				-			-	1.00	21,362		21,362
Executive Director Operation & Support				-			-	0.80	62,719		62,719
Executive Director Integrated Care				-			-	1.00	107,696		107,696
Executive Director Community Services				-			-	1.00	33,262		33,262
Executive Director Population Health				-			-	1.00	97,040		97,040
Executive Director Seniors Programs				-			-	1.00	97,022		97,022
Medical Health Officer				-				-	117,708		117,708
Chief of Staff				-			-	-	9,956		9,956
Chief Facilities Management & Engineering				-			-	1.00	33,396		33,396
Chief Financial Officer				-			-	1.00	43,051		43,051
Chief Human Resources Officer				-			-	1.00	87,094		87,094
Chief Information Officer				-			-	1.00	33,409		33,409
Executive Secretary				-			-	1.00	18,944		18,944
Director of Health Services				-			-	1.00	58,189		58,189
Director of Human Resources				-			-	1.00	66,180	32,702	98,882
Chief Financial Officer				-			-	1.00	56,137		56,137
Chief of Staff	-	-	-	-	-	-	-	-	15,000	-	15,000
Total	10.40	$1,064,897	$ 81,745	$1,146,642	1.00	$11,989	$1,158,631	17.30	$ 1,235,794	$ 32,702	$ 1,268,496

(1) Salaries include regular base pay, overtime, lumpsum payments, honoraria, and any other direct cash remuneration including sick leave and vacation.

(2) Benefits and allowances include the employer's share of statutory and non-statutory benefits, and employee's taxable allowances.

Notes of Thanks
to
Prince Albert Parkland Health Region Staff

"...the staff were excellent and I was well looked after."
(Day Surgery – Victoria Hospital)

"...thank you for your kindness and concern during my stay in the hospital. It is a gift to be able to offer reassurance and calm to a person whose world has suddenly been turned upside down..."
(Intensive Care Unit – Victoria Hospital)

"...you have been gifted with the ability to deal with very sensitive topics in a way which strengthens our ability to reconcile death with life. Your unique skills and knowledge in this area are most appreciated by all of those whom you have provided support, assistance and counseling."
(Spiritual Care Unit – Prince Albert Parkland Health Region)

"...As Mom enters another year of her life we wish to thank the staff of Evergreen for the wonderful care she has received over the past 10 years."
(Evergreen Health Centre – Leoville)

"...I received prompt and very competent care from each staff member whom I encountered. From receptionist and technician, to nurse and doctor, my medical and personal needs were well attended to by all."
(Emergency Department – Victoria Hospital)

Prince Albert Parkland Health Region

Personal Services Payment Disclosure, year ended March 31, 2004

AADLAND, COLLEEN	$	3,178	ANDERSON, SHELLY		8,224
AARRESTAD, DANITA		7,170	ANDERSON, TINA		4,070
ACORN, MARLENE		5,057	ANDERSON, VALERIE		7,812
ADAMS, ALAN		75,249	ANDRE, BRENDA		50,673
ADDISON, CRYSTAL		30,898	ANTOINE, JANE		62,424
ADRIAN, CYNTHIA		19,938	ANTONSON, JENNIFER		35,366
ADRIAN, LAVERNE		29,052	APPEL, LEANNE		19,291
AHENAKEW, LAURIE		26,342	APPLEGATE, BARBARA		23,710
AHENAKEW, MARLENE		8,954	APPLEYARD, APRIL		41,220
AHENAKEW, SHEILA		61,861	APRIL, LISA		5,038
AIKEN, JOY		25,909	APRIL, SUSAN		41,900
AKRE, ELSIE		25,362	ARCAND, DARLENE		27,020
AKRE, KRISTINE		16,878	ARCAND, LORNA		32,908
ALEXANDER, KATHY		31,640	ARCAND, MILDRED		28,109
ALEY, BRENDA		36,095	ARCAND, PAULETTE		28,691
ALLARY, CATHERINE		21,693	ARCAND, PEGGY		28,645
ALLBRIGHT, PATTY		15,564	ARCAND, ROSEMARIE		32,400
ALLEN, ALETA		74,183	ARCAND, ROXANNE		49,890
ALLEN, MARLENE		68,794	ARCAND, TARA		16,329
ALLEN, OLGA		63,535	ARCHER, MARGARET		59,222
AMBERSON, HAZEL		31,131	ARCHER, MARIAN		15,964
AMUNDSON, LUCILLE		34,801	ASCHENBRENNER, JOANNE		29,299
AMYOTTE, CORRINE		36,065	ASMUSSEN, CRYSTAL		51,233
AMYOTTE, KEITH		14,732	ASPVIK, LOIS		43,480
ANAKA, KIM		63,891	ATCHESON, WANDA		42,843
ANDERSEN, NORMAJEAN		4,086	ATTRUX, IRENE		12,128
ANDERSON, ARLENE		22,392	AUG, ANGELA		13,779
ANDERSON, BRIAN		24,149	AUSTIN, CATHERINE		25,637
ANDERSON, CATHERINE		6,692	AUSTIN, CATHY		27,947
ANDERSON, DEBRA		30,443	BABIN, THERESA		30,402
ANDERSON, JEANNETTE		31,549	BACHELDER, DAWNE		14,010
ANDERSON, MICHELLE		28,505	BACKLUND, JULIE		28,640
ANDERSON, SHARON		33,620	BADDUIK, MARILYN		12,106

Prince Albert Parkland Health Region

Personal Services Payment Disclosure, year ended March 31, 2004

BADIUK, BEVERLY	3,020	BAUER, DONNA	27,362
BAGLOLE, SHAUNA	6,184	BAUN, STEPHANIE	20,606
BAHNUICK, ELEANOR	15,385	BAUN, VICKI	24,475
BAHR, FRED	75,230	BEAR, CINDY	3,491
BALAZSI, MARIE	25,038	BEAR, GWEN	41,041
BALICKI, LENNIE	62,305	BEAR, LESLEY	5,260
BALICKI, LESIA	77,291	BEAR, ROSEMARY	27,573
BALICKI, SHERRY	45,029	BEAR, SHANNON	35,573
BALICKI, VALERIE	20,493	BEATTY, JOHN	2,801
BALON, PATRICIA	40,625	BEAUCHESNE, LAURA	43,517
BALON, VERONICA	53,265	BEAUDOIN, BETTY	24,734
BALONE, CLAIRE	77,786	BEAUDRY, PAM	5,725
BALONE, FRED	3,298	BEAULAC, ALICE	49,225
BALONE, YVONNE	44,302	BEAULAC, DONNA	16,456
BANNERMAN, HEIDI	28,753	BEAULAC, LISE	24,847
BANNERMAN, LORETTE	90,239	BEAULIEU, DOLORES	47,260
BANTLE, MARGARET	25,383	BEAULIEU, GERMAINE	18,767
BAPTIST, BRENDA	21,417	BEAURIVAGE, BRUCE	90,466
BARANGA, RADITA	23,787	BEDDOME, JUDY	46,116
BARGEN, REBECCA	4,958	BEDI, DONA	39,661
BARGEN, RICK	8,914	BEEBE, BARBARA	18,782
BARKHOUSE, JANELLE	9,841	BEECHER, PAT	28,738
BARKHOUSE, SHIRLEY	71,805	BEIK, RAMIN	3,536
BARKWAY, TAMMY	15,091	BEKKATTLA, LUCILLE	31,582
BARTLEY, JOYCE	19,971	BELANGER, LYNN	41,805
BASARABA, LINDA	31,052	BELL, CAROL	30,698
BASSENDOWSKI, SHANNON	23,709	BELT, PENNY	40,420
BATHER, CHARLOTTE	23,284	BELZEVICK, MICHELLE	25,398
BATHER, DIANE	50,045	BENARD, ANITA	57,382
BATHER, SHIRLEY	33,552	BENNETT, ERICA	7,719
BATISARISARI, JUDY	23,386	BENNETT, GRANT	34,927
BATIUK, TAYNE	4,612	BENNETT, LORNA	32,639
BATTY, DARLENE	69,070	BENOIT, DENISE	48,663

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BENSON, BARBARA	57,589	BLAIR, MICHELLE	54,969
BENSON, DONNA	8,973	BLAIS, JOAN	18,413
BENSON, LANCE	57,088	BLANCHARD, FRANCES	23,207
BEREZOWSKI, JANET	4,379	BLIXRUD, GAIL	31,210
BERG, LYNNDA	103,657	BLOCK, DAGMAR	23,712
BERG, NATALIE	21,180	BLOCKA, LYNN	3,016
BERGEN, TRACEY	14,905	BODNARCHUK, MARJORIE	72,163
BERG-KOLODY, LISA	61,039	BOECHLER, JACK	9,271
BERGLUND, DONNA	42,473	BOEHM, DEBRA	31,377
BERGQUIST, JANICE	33,276	BOETTCHER, MARGARET	30,029
BERLIN, SHIRLEY	35,674	BOISSON, HALEY	7,816
BERNIER, LOUISE	7,155	BOLDT, TRUDY	37,376
BEST, MARGOT	58,357	BOLOTNIUK, JEAN	2,744
BETTGER, ISABELLA	29,156	BOLOTNIUK, LORI LEE	21,058
BEZMUTKO, ROSE	16,149	BONAR, CONNIE	39,910
BIBBY, BRAD	46,695	BONNE-ANNEE, BRUNETTE	8,282
BICKERT, ROSEMARIE	26,980	BONNE-ANNEE CAZ, SOLANGE	3,938
BILLAY, DEBRA	2,824	BONNEAU, MARGO	29,056
BILLAY, DONNA	33,627	BONVILLE, PAULETTE	29,986
BILLAY, M. ELAINE	54,185	BOOTH, CHRYSTAL	4,734
BILLAY, ROBERT	49,385	BOOTH, DIANE	17,046
BIRD, ALICE	26,699	BOOTH, MARLENA	9,482
BIRD, EVELYN	32,573	BOROWSKY, GAIL	47,403
BIRDSALL, JUDY	68,305	BORSTMAYER, DAWN	54,029
BIRKLAND, CARROLL	52,171	BOURASSA, ELAINE	40,646
BISSKY, BORIS	32,265	BOURASSA, GAIL	62,787
BISSKY, DORIS	38,600	BOUTIN, DONNA	30,684
BITSCHY, ANNE	2,615	BOYCHUK, LOIS	78,851
BITSCHY, ROGER	64,901	BOYKO, JAMES	44,428
BLACKLOCK, DOROTHY	24,604	BRAATEN, CANDY	34,494
BLACKWELL, ANN	40,114	BRAATEN, DEANNE	29,184
BLAIN, BERNADETT	36,953	BRAATEN, JENNIFER	37,313
BLAIN, SUZANNE	14,672	BRAATEN, JUDY	18,825

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BRACKEN, JANICE	28,351	BROWN, LISA	2,676
BRACKHAN, ROGER	19,231	BRUCE, CHRISTINE	29,266
BRAD, CHARLENE	28,081	BRUCE, EILEEN	24,478
BRAD, DONNA	71,370	BRUCE, JANET	19,172
BRAKE, BRENDA	15,237	BRUCE, TERI	18,364
BRANDOLINO, BRANDY	21,386	BRULE, DONNA	31,283
BRASSARD, DEBORAH	14,216	BRUNEAU, DELORES	18,510
BRASSARD, LORRAINE	32,202	BRUNEAU, LAVONNE	24,678
BRAVO, MARTA	51,439	BRUNER, DONNA	32,544
BREADNER, LINDA	32,732	BRYANT, ROBERT	36,522
BREATON, JANETTA	29,268	BRYANT, SARAH	16,319
BREKER, BRENDA	44,316	BRYDGES, JOANNE	59,302
BREMNER, KAREN	20,573	BUCKINGHAM, KATHERYN	14,404
BREMNER, RANDY	29,680	BUECKERT, DEVIN	62,319
BRIDGE, GARY	75,072	BUECKERT, SHERRY	33,445
BRIERE, DIANNE	62,441	BUELL, KATHY	38,437
BRINKLOW, KIMBERLY	22,288	BULYAKI, KATHY	17,538
BRISBIN, ESTHER	26,232	BURANT, JOANNE	34,734
BRITS, NICO	318,306	BURGESS, CARLA	20,838
BRITTAIN, BEATRICE	23,768	BURLEY, RICHARD	12,211
BRITZ, BERNADETT	43,667	BURNIE-ALLEN, P. JILL	9,055
BROADFOOT, IONE	27,604	BURNS, REGINALD	32,627
BROCKMAN, ANTOINETT	41,252	BURTON, JOHN	8,842
BRODA, BARBARA	14,654	BURWOOD, LINDA	8,466
BROOK, SHIRLEY	31,041	BZDEL, JOANNE	18,590
BROOKS, JOANNE	38,380	CADIEU, BONNIE	58,880
BROOKS, JOYCE	46,856	CADIEU, PAULINE	33,305
BROST, CAROLYN	15,560	CADMAN, COREY	64,102
BROWN, ALICE	22,371	CAISSY, TWYLA	32,663
BROWN, CLARA	4,503	CALLAGHAN, PATRICIA	60,096
BROWN, DARLA	25,978	CAMCHE, ALLISYN	57,043
BROWN, DORA	3,825	CAMERON, BEVERLEY	9,769
BROWN, HAZEL	37,574	CAMERON, LAURIE	23,819

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CAMPBELL, BONNIE	28,594	CHRETIEN, LILLIAN	28,756
CAMPBELL, CAROL	60,743	CHRISTIANSEN, GAYTAN	10,718
CAMPBELL, LORRAINE	54,956	CHRISTIANSEN, LORI	47,740
CAMPBELL, SHIRLEY	47,017	CHRISTIANSON, JUDY	30,217
CAMPONI, ROSA	59,191	CHRISTIANSON, LISA	9,509
CANADA, BARBARA	28,779	CHUBAK, DIANE	12,222
CANNING, RANDY	63,864	CHUBAK, RUDELLE	40,587
CANTIN, TAMMY	20,429	CHURCHILL, CAROLYN	102,943
CARANDANG-DELEON, AIDA	38,102	CLARK, JAMES	3,435
CARNEGIE, JAMES	21,947	CLARK, JANET	54,824
CARRIER, JANET	51,350	CLARKE, GLENIS	47,431
CARRIER, MARLENE	36,139	CLARKE, SHEILA	3,114
CARRUTHERS, GLENN	61,746	CLARKE-GOERTZ, KIMBERLEY	31,230
CARTER, PEARL	25,129	CLARKSON, MARY	20,407
CARTIER, ROSE	17,137	CLEARIHUE, ARDETH	30,891
CASSIDY, DONNA	5,387	CLOAK, BONNIE	3,476
CHADWICK, SHERRI	30,254	COCHET, IRENE	15,398
CHAGNON, MARLENE	27,224	COCHET, MARIE	20,047
CHAMBERLAIN, TRINA	22,720	COCHRANE, MICHELLE	50,798
CHAPMAN, VICKI	4,723	COLES, CATHY	32,278
CHARPENTIER, CLAIRE	28,678	COLLINS, JANINE	13,192
CHARTRAND/TRZ, CHRISTINA	26,634	COLLINS, SHARON	30,981
CHAUDHRY, ZUBAIDA	221,386	CONAN, JANET	21,165
CHEDOGI, MARIUSZ	34,223	CONANT, NANCY	27,240
CHERKEWICH, CAROL	17,960	CONNOLLY, BRIAN	20,622
CHERWINSKI, MELISSA	6,015	CONNOLLY, WADE	39,459
CHESLEY, SHARONLEE	73,882	CONNOLLY, WENDY	25,906
CHESTER, SHERI	25,770	COOK, BARB	14,723
CHICOINE, MICHELLE	13,769	COOK, DELPHINE	36,053
CHIN, ANGELA	11,530	COOK, DONNA	41,986
CHOVIN, DIANNE	23,538	COOK, WANDA	56,843
CHRETIEN, ANGELA	5,485	COOKE, GAYLENE	61,958
CHRETIEN, EVELYN	33,296	COOKE, LORI	27,072

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COOLING, JERRILYN	65,507	CUNNINGHAM, CLAYTON	45,388
COOPER, LOIS	32,896	CURTIS, CHONA	7,177
COOPER, MANDRA	27,732	CUTTING, EUNICE	54,887
COOPER, SHEILA	36,851	CYR, MURIELLE	4,817
COPELAND, MAUREEN	29,150	DAGENAIS, KAREN	67,747
COTTINGHAM, JASON	9,942	DAGENAIS, SHAWN	33,407
COTTRELL, KAREN	59,261	DAHL, JANET	78,633
COURT, KATHY	22,623	DAHLGREN, SELENA	31,543
COURTEAU, MARILYN	4,552	DALLMAN, CORAL	58,459
COUTU, JAS	33,764	DALZIEL, ROBERT	63,056
COUTURE, CLEMENCE	35,429	DANBERG, COLLEEN	14,439
COUTURE, DOREEN	16,973	DANCZAK, THERESA	30,352
COUTURE, JEANNE	27,267	DANGER, BETTY	42,675
COUTURE, NORMAND	28,996	DANIELS, DORIS	54,429
COUTURE, PATRICIA	70,217	DANIELSON, DEBRA	56,366
COVEY, DARCY	12,768	DANIS, CHARLENE	6,185
COWIE, BONNIE	33,026	DANSEREAU, MARCIA	13,512
CRAWFORD, ELEANOR	16,538	DARBYSHIRE, DIANA	62,308
CREIGHTON, LAURIE	15,882	DASILVA, JETTE	45,948
CREIGHTON, LINDA	32,097	DAVIES, TRACIE	34,562
CRELLIN, MARGARET	75,237	DAWSON, KENDRA	17,420
CROMARTIE, GRACE	2,840	DAWSON YOUNG, CAROL	13,184
CROSS, CARI	13,998	DEAGNON, BRENDA	36,205
CROSS, MARY LYNN	15,338	DEBACK, CRYSTAL	48,028
CROSSLAND, AMY	20,714	DEBACK, IAN	23,001
CROSSLAND, BRENDA	3,327	DEBRUIN, MAARTJE	8,561
CROTHERS, SHIRLEY	24,677	DECK, DOLORES	37,059
CROUCH, WENDY	57,894	DECK, TERILYNE	13,689
CROWDER, IRENE	9,440	DEFOREST, JACQUELIN	42,155
CROWE, JULIE	37,882	DEGENSTEIN, JENNIFER	49,152
CULY, AVERY	33,079	DEIS, DIANA	60,419
CULY, VAILA	29,328	DELAITTRE, VALORIE	16,650
CUNNINGHAM, BETTY	46,777	DELI, HEATHER	15,971

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DELISLE, DIANE	31,534	DISHKO, HALIA	18,618
DELL, ANGELA	32,659	DISIEWICH, KAREN	46,760
DELORME, LORAINE	18,866	DOBRATZ, KRISTINA	30,512
DELPARTE, CORINNE	52,859	DOGNIEZ, HAL	63,716
DEMERAIS, LISA	31,644	DONALD, CONNIE	25,006
DEMERAIS, ROBERTA	3,297	DONALD, HELEN	69,401
DEMERS, BETTY ANN	32,900	DORAY, CHANTALLE	22,654
DENEIKO, LYNDSAY	8,407	DOROSH, PERPETUA	53,886
DENIS, ALISON	32,168	DORYK, SYLVIA	28,040
DENIS, JEAN	19,535	DOUCETTE, FLORETTE	40,391
DENIS, PAULETTE	20,090	DOUCETTE, MAUREEN	44,002
DENIS-BLAIS, DIANNE	58,944	DOUGAN, BEVERLEY	68,975
DEPADUA, ANTHONY	13,967	DOWLING, DEANNE	55,257
DEPEEL, LEONA	33,677	DRIESCHNER, ARLENE	61,335
DEPEEL, SUZANNE	26,092	DRINNAN, TANYA	13,438
DERBOWKA, DENNIS	29,536	DRYKA, JULIE	30,064
DERING, JANE	25,897	DRYKA, RUTH	34,585
DESCHAMBEAULT, FRANK	24,518	DUBYK, DEBORAH	59,641
DEVANEY, JULIE	30,203	DUECK, GLORIA	22,378
DEVENIS, JOAN	31,379	DUECK, PAM	30,914
DEVINE, SHIRLEY	30,088	DUMAIS, ARLENE	62,194
DEWHURST, BONNIE	20,434	DUMAIS, GORDON	18,452
DEWHURST, DAUNE	7,157	DUMONT, JEAN	14,142
DICE, ENID	45,457	DUNCAN, CAROLINE	29,882
DICK, NANCY	17,867	DUNCAN, DONNA	28,293
DICKSON, CATHY	43,596	DUNCAN, EVELYNE	27,685
DICUS, ESTELLE	21,735	DUNN, BETTY	14,209
DIEHL, ERIN	7,568	DUNN, DEANNA	21,702
DIEHL, GAIL	2,686	DUNN, GLORIA	3,166
DIEHL, GRACE	30,159	DUPUIS, JOCELYNE	23,733
DIEMERT, JACKALEEN	52,048	DUPUIS, SHEILA	43,817
DIMLER, TARA	22,201	DURAND, RHONDA	3,706
DINNEY, JUSTIN	5,608	DURET, ALINE	50,028

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DUROCHER, TRACY	25,184	EWANCHUK, RAYMOND	38,278
DUSSEAULT, CLARA	37,767	EWASHKO, DORIS	16,098
DUSSEAULT, JACQUELIN	21,000	EWENCE, MARIANNE	64,974
DUTKA, PATTI	31,029	FABAY, ZENAIDA	21,450
DUVALL, SHELDON	11,901	FABISH, KIMBERLY	11,564
DYCK, CAROL	29,236	FABISH, MARILYN	23,133
DYNNA, MAUREEN	29,129	FABISH, MAY	26,518
DZIALO, MELVENA	9,718	FABISH, SHERLENE	30,005
EARING, KAREN	71,661	FAHLMAN, THERESA	12,252
EBURNE, DOLORES	17,782	FALLOON, NADINE	47,100
ECKEL, DANA	52,016	FAMULAK, KEVIN	57,606
ELLIOTT, CHERYL	73,084	FANNON, LEE-ANN	7,534
ELLIOTT, JASON	4,420	FARTHING, KRISTA	63,423
ELLIS, DEBBIE	28,125	FAUCHOUX, ELAINE	34,860
EMMERSON, ANGELA	58,062	FAVEL, LINDA	36,934
ENNS, BRETT	72,199	FAVREAU, GLENDA	45,273
ENS, JEFFERY	16,471	FAVREAU, SHERRY	34,025
EPP, DOROTHY	62,884	FEATHERSTONE, TOBI	24,856
EPP, PRISCILLA	47,962	FECYK, DIANA	61,512
ERB, LORNA	17,159	FEDORUK, CAREY	4,688
ERICKSON, BEVERLY	30,068	FEDRAU, CHRISTINE	32,025
ERICKSON, EILEEN	22,323	FEE, CHRISTAL	27,065
ERNST, TANYA	9,765	FEHR, LORRAINE	31,023
ERNST-FLANNIGAN, YOLANDA	32,368	FEIST, EUGENE	55,332
EROS, ANNE	17,954	FEIST, LAURA	47,646
ESOPENKO, KAREN	29,773	FELAND, LESLIE-AN	56,026
ETHIER, DEBRA	4,525	FELLMAN, LEANNE	12,595
ETHIER, LINDALOU	14,072	FENDELET, BRIAN	7,450
EVANS, BEVERLY	30,032	FENDELET, LINDA	30,317
EVANS, DAWN	10,172	FERTUCK, WENDY	30,685
EVANS, JODY	32,721	FETCH, OLGA	29,991
EVANS, KAREN	26,378	FIDDLER, CHARITY	26,549
EVERITT, ELIZABETH	21,693	FIDDLER, RONALD	2,813

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FIDDLER, TRACEY	9,511	FREMONT, BARBARA	46,721
FIDLER, YVETTE	31,958	FREMONT, SHYLA	29,577
FIDYK, DARLENE	27,412	FRENCH, BRENDA	10,123
FINES, JOANNE	6,001	FRENCH, THERESE	77,483
FIOLLEAU, ROCHELLE	12,086	FRENETTE, CRYSTAL	7,001
FIRBY, PATTI	38,982	FRIESEN, GEORGETTE	12,211
FISHER, BARBARA	81,567	FRIESEN, VERNA	31,454
FISHER, BONNIE	51,852	FROHAUG, LORI	49,025
FISHER, HELEN	50,444	FULLER, BRENDA	3,705
FISHER, JULIA	36,730	FULLER, SHARON	44,473
FISHER DORTMAN, STEPHANIE	51,154	FURBER, CHRISTINE	14,211
FITZPATRICK, TERRIE	39,900	FUSICK, TAMMY	20,307
FJELD, GORDON	33,769	FYRK, LYNDA	58,593
FLODELL, LORIE	19,622	GABOURY, DOROTHY	17,458
FOLDEN, JEANNINE	17,103	GABOURY, LYNN	46,940
FOLMER, ELLEN	26,754	GACH, SANDRA	21,015
FONOS, ELLEN	26,161	GAGNE, LAURELLE	10,262
FORBES, DEANNA	11,186	GALAMBOS, NORMAN	30,690
FORBES, LORRAINE	42,459	GALLOWAY, DEBORAH	22,129
FORGRAVE, CHERYL	26,838	GANGE, W. HOWARD	11,329
FORREST, JENNIFER	34,712	GARAND, JACINTA	32,053
FORREST, JESSICA	12,532	GAREAU, SANDRA	37,138
FORSYTH, LILLIAN	22,059	GASIOR, JOAN	103,755
FORTIER, ALINE	30,402	GAUDET, DEAN	47,111
FOSSEN, HELEN	58,522	GAUDET, DIANE	29,772
FOY, DEBORAH	17,470	GAUDET, DORI	44,784
FRANC, JOANNE	20,627	GAUDET, LAURA-LEE	10,575
FRANC BEAURIVAGE, LYDIA	75,249	GAUDET, NORINE	24,177
FRANDSEN, JUDY	24,496	GAUTHIER, THERESA	11,919
FRANSON, DIANE	28,230	GAVERONSKI, NANCY	58,943
FRANSON, GAIL	5,925	GELYSTEEN, TRACY	12,397
FRASER, SYBIL	11,674	GENEST, DOREEN	32,896
FREED, BRENDA	33,702	GEREIN, NORA	27,696

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GERICH, MARGARET	32,780	GREENWOOD, KELLY	10,737
GEROW, NICOLE	6,476	GREGORYK, CAROL	72,146
GERVAIS, J. DWIGHT	4,973	GRENIER, KAREN	26,189
GERVAIS, LAURIE	8,021	GREYEYES, MIRANDA	13,138
GETZ, BRENDA	49,115	GREZAUD, BARBARA	32,041
GETZ, P. CILEEN	38,769	GRIFFIN, SHARON	76,303
GIBERSON, DONNA	50,410	GRIFFITHS, PETER	6,992
GIGNAC, KATHLEEN	25,700	GRIMARD, RICHARD	23,423
GIGNAC, LAURA	56,982	GRIMARD, SHARON	33,228
GILBERT, DONNA	25,505	GRIMARD, SIMONE	18,981
GILL, BEATRICE	28,037	GRIMARD, WENDY	22,319
GIVEN, BERTHA	28,538	GRIMES, LISA	26,121
GJESDAL, JOY	35,023	GRIMES, PATRICIA	11,706
GJESDAL, MELODIE	30,217	GRYPIUK, PATRICIA	28,028
GLABUS, LUCIE	40,625	GUDELOT, GAIL	17,780
GLASS, SANDRA	61,214	GUITARD, MICHELLE	34,176
GLOVER, MARK	54,265	GUNDERSON, DEBBIE	31,339
GOBEIL, CLAUDETTE	28,235	GUNN, KAREN	70,490
GOBEIL, MARIE	34,935	GUNVILLE, ALBERT	29,075
GOERTZEN, JENNIFER	20,922	GUNVILLE, CRYSTAL	9,025
GOLLER, SHELLEY	61,282	GUSDAL, GLENN	26,366
GORDON, CATHY	2,948	GUTKA, KIMBERLY	17,418
GORDON, DEBBY	5,104	GUTKA, LORIE	29,700
GORDON, JOAN	32,194	GYOERICK, ROBIN	30,102
GORECTKE, KATHRYN	50,341	GYSLER, DEWAYNE	14,988
GOULARD, ANGELA	28,578	GYSLER, DOREEN	27,003
GOULD, CATHERINE	31,713	HABERSTOCK, DIANE	40,073
GRABOWSKI, GHISLAINE	31,630	HADLAND, NANCY	30,114
GRADIN, VIRGINIA	18,868	HAGLEY, EVELYN	30,804
GRAHAM, GAIL	60,516	HALCRO, DIANE	26,898
GRAUPE, SHIRLEY	7,985	HALCRO, QUENTIN	76,036
GRAVES, STEPHANIE	37,894	HALDANE, LAURA	7,271
GRAY, VIVIAN	74,475	HALDORSON, ELAINE	11,785

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HALKO, LISA	53,036	HASSLER, LORETTA	26,041
HALL, CINDY	26,751	HATLEY, EDNA	20,965
HALLIDAY, KAREN	39,136	HAVERSTOCK, SARAH	3,577
HALSALL, DAWN	21,770	HAWRISH, JUNE	13,806
HAMBORG, EILEEN	36,452	HAYDUK, EDNA	30,794
HAMBORG, RONALD	20,074	HAYDUK, KAREN	25,536
HAMILTON, DARRELL	63,191	HAYDUK, WANDA	10,203
HAMILTON, NEIL	33,205	HAYDUKEWICH, BEV	18,103
HAMILTON, PAMELA	32,379	HAYES, JOAN	31,355
HAMILTON, TRUDY	58,600	HAYES, LAURA	10,450
HAMLYN, MURIEL	31,289	HAYES, LINDA	70,581
HAMM, DANIELA	29,853	HAYES, STACI	47,958
HAMMOND, NEAL	31,928	HAYLEY, CAROLYN	43,252
HANCOCK, PEGGY	55,650	HEAD, BERTHA	8,201
HANNAM, DONNA	32,344	HEAD, NORMA	23,543
HANNOTTE, TERRI	34,280	HEADRICK, JENNIFER	23,720
HANSEN, BONNIE	16,297	HEAGY, BLAINE	41,412
HANSEN, TERRI	5,022	HEBBLETHWAITE, JOANNE	36,078
HARACH, MARY	52,754	HEDMAN, JOYCE	29,314
HARAMIS, KAREN	40,605	HEEBNER, SONIA	57,026
HARE, ROBERTA	26,078	HEGLAND, CANDACE	27,303
HARGRAVE, DEBRA	33,316	HEIDEL, SANDY	39,608
HARGRAVE, HAROLD	45,333	HEIN, EDITH	31,965
HARMON, ELIZABETH	9,850	HEIN, SHIRLEY	33,827
HARRADENCE, LISA	66,198	HEINRICH, KAREN	14,940
HARRIS, JACQUELIN	30,732	HELM, CRYSTAL	5,127
HARRIS, JANET	32,217	HELM, DEBRA	16,133
HARRIS, MARJORIE	31,473	HENDERSON, AGNES	25,443
HARRIS, STEVEN	72,163	HENDERSON, CARLA	3,396
HARRISON, LORAINE	63,667	HENDERSON, LINDA	9,495
HART, LYLA	66,010	HENRY, ANNE	9,143
HARTMAN, RHONDA	7,573	HENRY, CYNTHIA	34,843
HARVEY, AUDREY	36,504	HENRY, LINDA	31,090

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HERMAN, CLARA	19,395	HONKE, SHARON	4,832
HEROUX, WENDY	47,553	HORDAL, JALYNN	20,945
HERRON, A. REGINA	33,937	HORN, DORIS	30,201
HERZOG, LORI	11,748	HORNER, VERA	17,652
HESKA, LORRIE	28,629	HORNUNG, JOAN	58,811
HEWISON, ANGELA	10,892	HOTVEDT, LINDA	21,347
HEWISON, DOROTHY	28,642	HOURIE, MICHELLE	32,742
HEWITT, BARBARA	23,503	HOVDEBO, ALYSON	4,631
HEWITT, LEE ANNE	24,453	HOVDEBO, DIANNE	33,047
HICKS, CARRIE	79,853	HOWLAND, JOCELYNE	31,264
HILDEBRAND, CAROL	31,492	HRADECKI, KIMBERLEY	49,722
HILDEBRAND, MARGARET	20,405	HRENYK, LORETTA	44,165
HILL, FAYE	29,092	HRYNUIK, BRENDA	13,163
HILL, LARRY	2,819	HRYNUIK, KAREN	46,713
HILL, LINDA	22,047	HUBBARD, CHARLOTTE	19,009
HILL, MARILYN	68,578	HUBBARD, VALERIE	2,540
HILL, NANCY	77,203	HUBER, LORI	33,138
HILLS, BERNADETT	32,016	HUCHKOWSKY, TRONA	3,853
HILTZ, AUDREY	20,730	HUMEN, TAMMY	8,756
HING, SANDRA	19,081	HUNT, JACQUELYN	29,935
HIPKISS, NADINE	53,842	HUNTER, KATHRYN	58,714
HLEWKA, ADELINE	23,634	HUNTER, LYNN	2,843
HLEWKA, WALTER	27,414	HUPAELO, CAROLINE	54,217
HNIDEK, FRANCES	43,014	HUPAELO, JODY	7,680
HOBACK, KAREN	23,700	HUPAELO, MELANIE	27,760
HOBSON, TRACI	18,950	HUSKA, LORRAINE	39,730
HODGSON, DEBRA	2,784	HUXLEY, DEBORAH	33,940
HODGSON, KIM	3,121	HUXLEY, DENISE	16,206
HODGSON, SHIRLEY	30,487	ILNISKY, JANET	62,217
HOEY, MICHELE	33,245	IRVINE, BEVERLY	15,442
HOLMEVIK, BONNIE	32,294	ISAAK, MARTHA	44,144
HOLMGREN, KATHY	50,572	ISBISTER, AARON	23,749
HONIG, COLLEEN	42,440	ISBISTER, ROSEMARIE	47,400

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ISBISTER, SHERRY	36,107	JOHNSTON, MERLE	41,886
ISBISTER, VALERIE	38,716	JOHNSTON, SHARON	29,045
IVERSON, CATHY	55,947	JOHNSTONE, CAROL	27,225
JABUSCH, KIM	31,654	JONASSON, JOANN	11,070
JACKLIN, ELIZABETH	39,097	JONES, IRENE	9,874
JACKOW, DEBORAH	72,028	JONES, MONIQUA	59,602
JACKSON, JANET	15,293	JOO, CHERYL	56,476
JACOBS, KATHARINE	35,811	JOSEPH, EDNA	17,734
JAHN, SONYA	57,074	JOYES, CARROLL	88,437
JANZ, TRENTON	43,220	JURGENS, DOUGLAS	95,937
JANZEN, BARBARA	32,018	JURGENS, VICTORIA	53,957
JAPUNDZA, MIRA	11,489	KACHER, JANE	65,791
JENKINS, PATRICIA	14,741	KACHER, MORRIS	30,075
JENKINS, PATRICIA	36,756	KAHPEAYSEWAT, ROBERTA	4,557
JENSEN, JAMIE	28,762	KALIKA, RANDY	5,000
JEROME, LOIS	66,102	KALINOWSKI, PEGGY LEE	36,984
JEWITT, MARLENE	20,026	KAMINESKY, GAIL	46,037
JOHNSON, APRIL	32,349	KAMINSKY, DONNA	62,150
JOHNSON, AUDREY	62,053	KAPACILA, JAN	33,842
JOHNSON, BONNIE	32,281	KAPTEIN, KAREN	76,929
JOHNSON, CLARESE	22,934	KARD, ANNETTE	22,611
JOHNSON, DARLENE	19,966	KARDASH, JOHANNE	62,887
JOHNSON, IAN	20,445	KARP, PHYLLIS	18,829
JOHNSON, JENNIFER	12,348	KARTES, SHIRLEY	28,795
JOHNSON, JULIA	13,888	KASHA, CHERYL	37,408
JOHNSON, LEONARD	33,811	KASNER, VIRGINIA	28,945
JOHNSON, LINDA	30,094	KAYE, JOYCE	6,677
JOHNSON, LORRAINE	24,822	KAYTOR, LAURA	57,090
JOHNSON, LORRAINE	63,069	KAZMIRUK, BARBARA	20,445
JOHNSON, MONICA	19,133	KAZMIRUK, CHERYLE	18,488
JOHNSON, VIVIAN	26,598	KAZMIRUK, ELOISE	73,397
JOHNSTON, CAROLYN	33,982	KEATING, SANDRA	60,877
JOHNSTON, CATHY	28,878	KEEL, ARLENE	23,398

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KELLY, LEONA	46,493	KNOBLAUCH, YVONNE	23,771
KENDEL, PAMELA	46,051	KNOKE, ALICIA	46,708
KENNEDY, JELAINE	32,035	KNOKE, JULIA	80,427
KENNEDY, MORGAN	95,429	KNOUSE, JENNIFER	30,348
KENNEDY, WENDY	25,581	KNUDSEN, GAYLE	9,638
KENNY, SAMANTHA	50,949	KNUDSEN, ROBIN	58,925
KENT, DEBBIE	41,354	KOEBERLIN, LUCILLE	53,320
KENT, ELAINE	10,207	KOETSE, EDNA	65,361
KERLEY, BERT	30,219	KOHUT, BERNICE	27,777
KERLEY, MICHELLE	55,293	KOHUT, CATHY	23,694
KERR, LIAM	36,834	KOHUT, DANIEL	35,146
KEYKO, DIANA	18,355	KOHUT, FRANCES	17,808
KEYOWSKI, EVELYN	32,992	KOHUT, HOLLY	5,527
KIDNEY, JAMES	4,859	KOHUT, IRENE	3,916
KIDNEY, JUDITH	48,878	KOHUT, LAWRENCE	31,458
KILANOWSKI, BOZENA	31,573	KOHUT, MARYANN	30,929
KILDAW, KARIN	67,611	KOLENDRESKI, DWAYNE	28,148
KILMER, SHIRLEY	4,456	KOMAIKE, LOIS	21,603
KINDRACHUK, LINDA	32,050	KOPP, JEFFREY	35,775
KINDZERSKI, SANDY	25,104	KOPPERUD, DEBRA	43,503
KING, MARY	10,314	KORCZAK, RYAN	14,012
KING, MARYANNE	28,598	KORCZAK, SHARON	28,527
KIRCHNER, PATTY	18,093	KORODY, SHARON	43,875
KIRYK, WAYNE	38,273	KORODY, YVETTE	28,456
KISZKA, DEBBIE	26,894	KORSAK, GLORIA	13,937
KITCHING, KAREN	18,170	KOSOWAN, BEVERLY	35,535
KLASSEN, MARY ANNE	32,289	KOSOWAN, SYLVIA	50,674
KLEIBOER, CANDACE	28,428	KOTYK, ARLENE	30,810
KLEIN, EILEEN	21,623	KOTYK, JAELYNN	46,638
KLETZSCH, UTE	30,095	KOWALCHUK, DENISE	16,028
KLICS, JEAN	25,084	KOWALCZYK, CARMEN	60,098
KNAUS, SUZANNE	24,331	KOWALSKI, CHARLENE	25,288
KNIGHT, LORRAINE	15,070	KOZAK, DEBBIE	29,856

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KOZINKO, TINA	18,613	LALIBERTE, JANET	14,680
KRAWEC, CARMEN	48,196	LALONDE, ANNIE	43,509
KRELOW, JEANNETTE	37,142	LALONDE, LINDA	17,106
KRIDER, ROBERTA	52,801	LALONDE, TERESA	40,524
KRIEL, SHIRLEY	26,422	LAMB, DOREEN	36,017
KRISTIAN, PATRICIA	41,813	LAMOTHE, MARILYN	49,667
KRSACOK, MARILYN	41,703	LANE, KIMBERLY	45,496
KRUGER, DARCY	8,426	LANE, VANESSA	15,227
KRUSHELNISKI, LINDSEY	12,060	LANG, ROXANNE	3,556
KRUSHELNISKI, THERESA	70,785	LANG, SANDRA	30,576
KRYWULAK, AUDREY	29,554	LANGFORD, GISELE	29,724
KSYNIUK, DENISE	30,053	LANGFORD, MARILYN	29,410
KUFFERT, ELAINE	41,102	LAROCQUE, CLAYTON	2,891
KUKAC, CHARLINE	54,203	LAROCQUE, SHIRLEY	28,404
KULYK, JANET	62,900	LAROCQUE, SUSAN	25,974
KULYK, ORISTEEN	27,420	LAROCQUE, TRACY	29,952
KUTNIKOFF, JOANNE	37,103	LAROSE, LINDA	37,713
KUTZAN, VIRGINIA	48,193	LARREA, LESLEY	21,644
KWIATKOWSKI, BRENDA	39,861	LARSON, DEBORAH	5,919
KWIATKOWSKI, KEVIN	50,932	LARSON, JEANNE	18,057
KWOK, JOANNE	93,186	LARSON, JUDY	35,159
LABINE, STEPHEN	90,466	LARSON, RAELENE	29,673
LABIUK, PEARL	37,403	LARSON, RONALD	32,073
LABRASH, BERNICE	16,395	LARSON, VAL	32,481
LACOURSE, RUBY	9,728	LATURNAS, LAURIE	59,206
LAFAYETTE, RUBY	50,614	LAUDER, BRENDA	51,924
LAFOND, CLARA	25,416	LAUNDRIE, HEATHER	31,775
LAGRECA KRYSAK, MICHELLE	40,096	LAUTERBACH, BARBARA	60,497
LAI, SANDY	8,753	LAVENTURE, AUDREY	14,094
LAI, YUN	70,061	LAVENTURE, MARCEL	32,254
LAJEUNESSE, JOANNE	62,459	LAVENTURE, SHANNON	30,946
LAJEUNESSE, LEANNE	10,975	LAVENTURE, VALERIE	16,600
LAJEUNESSE-LEWKO, CLAIRE	19,248	LAVERGNE, DANIELLE	27,971

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LAVOIE, FRANCES	32,305	LERAY, LINDA	28,384
LAVOIE, WENDY	30,954	LESCHYSHYN, CYNTHIA	26,982
LAWSON, TAMMY	56,872	LESKO, CARLIE	35,370
LAWSON, TERRY	44,263	LESON, PATRICIA	7,159
LAYCOCK, LYLA	48,807	LETENDRE, FERN	33,708
LEADERHOUSE, JODI	65,061	LEVESQUE, BARBARA	12,913
LEADERHOUSE, RICHARD	73,262	LEVESQUE, JOHANE	16,052
LEBLANC, LINDA	37,440	LEWIS, CHERI	29,557
LEBLANC, NICOLE	10,981	LIEBRECHT, ROXANNE	23,578
LEDOUX, DEBBIE	7,251	LINDSAY, ANNE	26,551
LEDOUX, LAURA	19,985	LINFITT, MARDELL	7,539
LEDOUX, VERNA	25,608	LINNELL, JUDY	33,135
LEEB, SONYA	84,265	LITTLE, GILLIAN	51,695
LEGGATT, NICOLE	23,978	LIX, MARY	29,913
LEGROW, JEAN	16,055	LLOYD, KELLENE	59,322
LEGROW, PAUL	30,796	LOCKE, MAXINE	11,755
LEHMANN, DIANE	49,434	LOCKHART, HELEN	24,242
LEHNER, NOLA RAE	32,655	LOEHNDORF, CAROLINE	31,280
LEHOUILLIER, CATHY	23,081	LOGAN, KATHLEEN	31,401
LELAND, MAUREEN	27,234	LONG, SHEILA	40,863
LELAND, YOJANA	8,284	LONGHURST, DIANNE	73,044
LENDVAY, MARGARET	31,042	LONGPRE, DONNA	100,962
LENZ, ANNETTE	27,268	LOTH, DONNA	28,947
LEONARD, FAY	32,548	LOVE, CRYSTAL	31,070
LEONARD, SHAWNA	7,997	LUCAS, SHEA	30,529
LEPAGE, ADRIEN	54,749	LUCIER, DONNA	64,896
LEPAGE, BRENDA	25,119	LUCIER, TERRY	28,598
LEPAGE, CHRISTINA	14,811	LUKAN, JOAN	21,039
LEPAGE, RITA	28,192	LUKOWICH, ARLENE	37,955
LEPINE, ANN	30,985	LUNDELL, LYNN	40,797
LEPINE, CHRISTINA	12,261	LUNDGREN, JUNE	19,997
LEPINE, ROXANNE	29,994	LYONS, NORA	31,870
LEPITZKI, JUDY	9,658	LYSITZA, CORINNA	56,396

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LYSITZA, SUSAN	43,937	MARSHALL, PATRICIA	65,224
LYSYK, IRENE	55,689	MARTENS, DEBBIE	2,512
MACDONALD, DOLORES	6,700	MARTENS, MICHELLE	9,684
MACDONALD, KAREN	60,799	MARTIN, BERNICE	39,331
MACFIE, CINDY	31,193	MARTIN, BONNIE	35,160
MACFIE, VIKKI	6,088	MARTIN, DIANE	44,520
MACGILLVRAY, KAREN	21,077	MARTIN, LOIS	18,943
MACKASEY, JANET	19,734	MARTIN, LORI ANN	29,495
MACKENZIE, GRAHAM	26,753	MARTIN, LOUISE	29,032
MACKENZIE, SHIRLEY	23,055	MARTIN, PAULETTE	3,543
MACLEAN, ERIN	10,961	MARTODAM, ROSELINE	61,269
MACLEAN, IAIN	39,577	MARTSINKIW, MARY-LOU	57,094
MACLEAN, MURDEEN	15,304	MARUSCHAK, CATHY	21,473
MACLEOD, KERRI	23,018	MASON, DIANNE	7,129
MACNEIL, BEV	35,637	MASON, MARLENE	29,595
MADRAGA, LISA	57,366	MASON, PAULINE	49,882
MADRAGA, MARY ANN	24,464	MASSEY, GERALDINE	32,172
MADSEN, LORRAINE	17,763	MASUSKAPOE, SYLVIA	32,441
MADWID, DOREEN	44,490	MATHERS, CAROL	14,662
MAESS, JOY	11,885	MATHERS, EMILY	5,649
MAH, BRUCE	31,695	MATHERS, SHELLY	27,996
MAHZ, KENDALL	5,021	MATHESON, VALERIE	39,908
MAKELY, JANICE	22,005	MATICE, MADELEINE	38,814
MAKI, JODY	29,137	MATWECHUK, BILL	30,575
MAMER, STACEY	3,947	MATWISHYN, DEBBIE	45,888
MANSEAU, JEANNE	31,503	MATZNER, JULIETTE	63,967
MANSHIP, EILEEN	27,321	MAXEMIUK, VIOLET	28,697
MANSON, CALVIN	33,711	MAXIMCHUK, SANDRA	31,766
MARFELL, FREIDA	35,633	MAYER, SHELBY	15,294
MARION, IRENE	67,089	MAZUREK, FRANK	31,466
MARION, MELANIE	48,019	MCAULEY, DEBBIE	25,798
MARJORAM, EVELYN	23,553	MCAVOY, HEATHER	53,813
MARKELL, NICOLE	54,056	MCBETH, ELAINE	15,904

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MCCREADY, DEBORAH	54,328	MCMAHON, SHARON	7,256
MCCREADY, KEVIN	5,192	MCMASTER, GLEN	42,721
MCCULLOCK, BONNIE	28,697	MCNAMEE, JUDITH	77,507
MCDAID, LEONA	29,040	MCNEICE, BONNIE	31,973
MCDERMID, GARRY	3,312	MCTAVISH, EUNICE	15,767
MCDONALD, BARBARA	61,218	MEDDINS, LACEY	2,912
MCDONALD, BERNICE	26,354	MEIKLEJOHN, DANIELLE	6,457
MCDONALD, VALERIE	18,330	MELVILLE, CORNELIA	27,080
MCDOUGALD, MAUREEN	32,788	MERASTY, ARTHUR	3,408
MCDOUGALL, ASHLEY	6,775	MERASTY, CECILIA	58,286
MCDOUGALL, BRENDA	50,771	MERASTY, JUNE	24,451
MCDOUGALL, JUNE	9,803	MEREDITH, TERESA	33,635
MCEWEN, DOROTHY	33,200	MESSNER, GISELE	20,596
MCGOWN, YVETTE	33,509	METZ, GINA	24,609
MCGRATH, MARLENE	32,227	MEYER, ROSALIE	35,602
MCHANSON, JOANNE	32,709	MEYERS, PAM	48,984
MCKAY, BEVERLY	22,174	MEYERS, RUBY	18,057
MCKAY, BRENDA	25,818	MEYERS, SUSAN	29,034
MCKEACHIE, KAREN	20,040	MICHALSKI, ROMAN	352,344
MCKELLEP, SALLY	27,957	MICHAYLUK, EVA	29,965
MCKELVIE, GREGORY	5,428	MICHEL, JOYCE	41,055
MCKENZIE, CARA	3,028	MIDDELKAMP, ROBERT	29,390
MCKINNON, LINDA	53,910	MIERKE, FLO	50,651
MCKNIGHT, CAROL	30,615	MIHILEWICZ, ERIN	10,450
MCKNIGHT, FRANCINE	22,497	MILBURN, COLLEEN	26,124
MCLAUGHLAN, SYLVIA	25,844	MILLER, DAVID	29,753
MCLEAN, CATHERINE	47,728	MILLER, KAREN	6,367
MCLEOD, CAROL	13,952	MILLER, LINDA	33,313
MCLEOD, DANIELLE	25,080	MILLER, REBECCA	23,692
MCLEOD, DONNA	50,265	MILLER, RHONDA	59,058
MCLEOD, LEANNE	3,493	MILLER, ROSE	16,735
MCMAHON, COLETTE	11,387	MILLER, SHARON	16,853
MCMAHON, CYLA	11,355	MILLER, TERRY	4,115

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MILLER HUBBARD, DOREEN	9,538	MORIN, PHILIP	6,559
MILLIKIN, GERALDINE	23,328	MORISSETTE, LORNA	2,852
MILLS, BRENDA	50,674	MORLEY, MICHELLE	58,383
MILO, DONNA	4,810	MORRICE, CORINNE	26,314
MIRASTY, DONNA	17,064	MORRISON, COLLEEN	13,850
MISCHUK, CONNIE	31,896	MORRISON, GAIL	25,157
MITCHELL, JAMES	48,391	MORRISON, LAURIE	33,781
MITCHELL, MINDY	26,536	MORRISON, MICHAEL	34,660
MITCHELL, SANDRA	25,228	MORROW, EVA MARIE	62,401
MOAR, ELIZABETH	36,120	MOSS, LORI	32,762
MOBERG, LYNDA	24,398	MOULE, BARRY	34,795
MOBERG, MARVIN	20,727	MOUNCE, KATHY	25,438
MOHAMED, ABUU	4,515	MOUNTFORD, REBECCA	25,306
MOHL, LORETTA	2,645	MOUROT, ROBIN	28,925
MOKELKI, LOIS	60,845	MOUROT, TRACY	28,370
MOLINE, BRENDA	33,006	MOYER, PATSY	46,644
MONIUK, MARION	28,964	MUGLESTON, LANNIE	28,380
MONTGRAND, VICTORINA	19,965	MUIR, CATHERINE	31,534
MONTOUR, SHEILA	30,119	MULLER, DIANE	27,385
MOONEY, BERNADETT	26,552	MULLER, KAREN	24,867
MOORE, AMELIA	35,451	MULLER, SHARON	25,917
MOORE, BILLY	30,021	MULLNER, CHARLES	31,627
MOORE, DONNA	49,581	MUNDY, MYRNA	12,179
MOORE, KARIN	61,806	MURCHISON, KIM	25,442
MOORE, MARGARET	18,967	MURPHY, MICHELLE	5,806
MOORE, SHERYLYNN	21,868	MURRAY-BERG, DENISE	32,022
MOORE, VALERIE	15,153	MYCHAN, DIANNA	12,423
MOORE, VERNEL	27,293	MYCHAN, SHANNON	46,275
MORASH, JOYCE	28,868	MYKIETIAK, BETTY ANN	33,619
MORASH, SHARLA	40,161	NAGY, DAWN	31,232
MORGAN, DEBBIE	28,325	NAGY, JOHN	20,046
MORGAN, MARGARET	29,744	NAGY, KATHY	31,418
MORGAN, TAMARA	55,568	NAGY, NICOLE	11,272

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NAGY, SHIRLEY	32,567	NORDBY, VANESSA	20,734
NAHACHEWSKY, DONNA	72,163	NORDLI, HEATHER	25,752
NAHARNEY, KATHY	40,140	NORDSTROM, PAT	26,731
NAHARNEY, TIRZAH	5,991	NORTHEY, JANICE	48,287
NAYTOWHOW, MARIE	5,836	NOVAK, KAREN	28,697
NAYTOWHOW, RHONDA	37,159	NUTTER, DONNA	42,147
NEIGHBOUR, AUDREY	27,983	NYBERG, PAMELA	3,261
NEILSON, JOYCE	14,816	NYE, ERIN	30,793
NELSON, BEATRICE	62,365	NYGAARD, JULIE	23,329
NELSON, DARCIE	57,421	NYKIFORUK, PATRICIA	63,878
NELSON, FRANCES	27,446	NYLAND, PETER	14,820
NELSON, GERALD	25,762	O NEIL, CECILE	8,337
NELSON, JOSEPH	32,302	OKEREKE, DEBRA	7,647
NELSON, KYLE	13,128	OLDE, MICHELLE	22,879
NELSON, LORI	35,282	OLDE, STEPHEN	65,806
NEUDORF, JOANNE	26,046	OLDS-ETHIER, AUDREY	5,727
NEUDORF, RICK	11,713	OLFERT, MARGARET	12,667
NEUFELD, AGATHA	53,704	OLIVER, JOSEPHINE	11,556
NEUFELDT, DARCY	14,290	OLSON, SHARON	51,176
NEUMAN, ELAINE	58,740	OLSON, SHERRY	37,728
NEURAUTER, SANDRA	9,397	OLTHUIS, KATHRYN	9,183
NEWHOUSE, SANDRA	71,531	OPIKOKEW, SANDRA	3,138
NICHOLSON, ELAINE	52,139	ORANGE, SHEILA	23,177
NICHOLSON, GREGORY	50,677	OREEL, MARCELLA	28,146
NICKLAS, MARVIN	69,685	ORYNIK, JENNIFER	8,378
NIECHZIOL, MAUREEN	33,930	OSHANEK, JACLYN	28,084
NIELSEN, ALMA	35,767	OTTE, SHARON	51,077
NIKOLAISEN, CINTHIA	66,794	OUELLETTE, CAREY	5,973
NIXON, NANCY	30,466	PAINCHAUD, HEATHER	62,800
NJAA, SHIRLEY	21,095	PALM, DONNA	59,172
NOLAN, GWEN	26,001	PALM, TARA	28,218
NORBURY, ELAINE	27,235	PALMER, JAMES	37,415
NORDAL, CHRISTINA	28,916	PAMBRUN, BRENDA	26,349

Prince Albert Parkland Health Region

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PAMBRUN, LINDA	25,642	PEARSON, BRADLEY	27,060
PANNELL, MAUREEN	43,952	PEASE, TRACY	7,205
PARCHEWSKI, LYNNE	28,915	PECHAWIS, JANELL	30,870
PARCHOMA, DONNA	20,898	PECKHAM, CATHERINE	15,697
PARCHOMA, ROSE	19,827	PEDERSON, JOANNE	23,252
PARCHOMCHUK, LYNN	41,544	PEDERSON, LEONA	19,276
PARENT, EYVETTE	22,066	PEEKEEKOOT, BEVERLY	21,830
PARENT, KIM	39,604	PEEKEEKOOT, MILDRED	16,701
PARENTEAU, CONNIE	18,421	PELLERIN, COLLETTE	27,017
PARENTEAU, DEBBIE	16,726	PELLERIN, JACQUELIN	75,141
PARENTEAU, DOREEN	17,108	PELLERIN, LEONA	27,616
PARENTEAU, KELLY	23,994	PELLETIER, GEORGETTE	40,625
PARENTEAU, LORI	8,208	PELLETIER, JEAN	71,970
PARENTEAU, MANDY	3,592	PELLETIER, KARLA	73,944
PARENTEAU, SUSAN	60,108	PELLETIER, SHEILA	36,527
PARENTEAU, VALERIE	25,848	PENLEY, NANCY	6,236
PARENTEAU, VICKI	11,417	PENNER, BARBARA	31,115
PARK, WILMA	30,155	PENNER, CORINNE	9,908
PARKER, MARIE	10,041	PENNER, GRACE	41,458
PARKTYKA, JEANETTE	5,064	PENZES, VERNA	50,422
PARR, RAICHEL	18,497	PERLITZ, LINDA	30,197
PASKARUK, JOANNE	30,647	PERREAULT, JUDITH	57,088
PASKARUK, SANDRA	26,384	PERSON, BRENDA	72,961
PAUL, DONNA	32,958	PERSON, EVA	71,887
PAUL, EVELYN	32,651	PERSON, JEAN	17,121
PAUL, LENDRA	56,842	PERSON, KIMBERLEY	53,284
PAUL, SHARON	27,677	PERSON, L. BARBARA	15,502
PAULS, LINDA	30,784	PETERS, KAREN	37,005
PAULSON, MARALYNE	31,791	PETERSON, KATHY	33,031
PAYNE, TRINA	44,581	PETREMAN, CINDY	20,158
PEAKE, DARLENE	27,804	PETRYCHKO, KATHY	29,500
PEAKE, MARY	46,648	PETTERSON, SYLVIA	17,932
PEARSON, BERNICE	35,709	PHANEUF, SHAWN	64,962

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PHILLIP, SHIRLEY	32,437	POWERS, CARLEY	6,693
PHILLIPS, LORRAINE	29,393	POWERS, MARGERIET	34,197
PHILLIPS, MELISSA	30,499	PRATT, BARBARA	35,037
PICHETTE, LINDA	18,340	PREBUSHEWSKI, LORRAINE	35,917
PICHULA, DONALD	31,755	PREDIGER, CHERYL	71,848
PIDBOROCHYNSKI, LEONA	44,890	PREFONTAINE, GINETTE	24,848
PIERCY, PATRICIA	25,466	PRETLI, MARGRET	9,468
PIGGOTT, JOHN	113,013	PRICE, LAUREL	19,732
PIGUET, IRENE	35,034	PRICE, MARJORIE	7,447
PIKALUK, JOAN	33,344	PRICE, TRUDY	10,825
PILON, GAIL	68,724	PRIESTLEY-BLAZIC, SANDRA	37,045
PILON, STELLA	23,629	PRIESTLY, VALERIE	34,322
PIPER, SHIRLEY	32,479	PRIESTLY-MCALPIN, DEBORAH	36,536
PLETT, TWYLA	25,884	PROCTOR, CINDY	7,127
POCHA, DALE	28,198	PRODAEHL, MARION	6,920
POCHA, EDITH	31,968	PROULX, FLORENCE	23,515
POCHA, JANE	61,122	PROULX, HOLLY	27,545
POCHA, SHEILA	11,417	PROULX, JENNIFER	65,185
POETKER, PAT	41,909	PROULX, TERRILYNN	8,686
POGORZELEC, ELLEN	4,463	PROULX MULOIN, HILDA	5,228
POMRENK, FRED	32,309	PRUDEN, KARLA	24,762
POND, HEATHER	31,393	PRUDEN, WANDA	7,902
POPE, LISA	35,477	PRYSTUPA, KATHLEEN	32,205
POPPEL, DOLORES	23,100	PRYSTUPA, MERVIN	21,627
PORTER, BARBARA	73,920	PRYSTUPA, TINA	11,588
PORTER, PAMELA	62,084	PUETZ, LEAH	44,998
POSTNIKOFF, MYRA	21,808	PUGH, HEATHER	2,656
POULIN, IVY	4,542	PUGH, LINDA	12,481
POULIN, JOANN	19,765	PURDY, VIONA	32,029
POULIN, KIM	30,943	PYTLAK, RICHARD	30,282
POULIN, LOUIS	89,040	QUINN, ANTHONY	60,745
POULIOT, ANGELA	27,481	QUINN, BARBARA	27,378
POWALINSKY, CHARLOTTE	25,786	QUINN, KIMBERLY	11,740

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RAAB, ARLENE	14,562	REMUS, MICHELLE	31,840
RAAS, CHERYL	28,420	REMUS, SHIRLEY	27,934
RABUT, TRACY	9,905	REMY, JOAN	31,009
RADCHUK, PATRICIA	5,417	RENOUF, CHRISTINA	21,568
RADFORD, TRUDY	23,197	REYNDERS, GWEN	4,483
RANDALL, BRENDA	44,348	REYNDERS, MARIE	31,492
RASK, LINDA	16,248	RIBEN, JUDY	30,353
RASK, LYNN	73,291	RIEL, TRACY	17,599
RASK, TERRILYNN	43,670	RIEMER, CHRISTINA	33,420
RASMUSSEN, AUDREY	24,776	RILEY, PAT	32,309
REBEYKA, HELEN	8,435	RIMMER, RHONDA	7,952
RECKHARD, CANDACE	10,430	RINAS, SIGRUN	64,188
REED, COLLEEN	61,277	RIPPLINGER, DEBORAH	23,052
REED, JUNE	62,871	RISHCHYNSKI, KATHY	54,964
REED, NOREEN	6,607	RITCHIE, HUGH	89,366
REEVES, PHYLLIS	4,361	RIVETT, DONNA	20,049
REGAN, PRISCILLA	8,977	ROBERT, SHERRI	19,023
REGEL, FRANK	92,046	ROBERTS, SHERRY	13,710
REGNIER, JOAN	19,218	ROBILLARD, WANDA	27,874
REGNIER, KRISTIN	42,853	ROBIN, NICOLE	68,765
REGNIER, LYNN	28,986	ROBINS, BARBARA	59,162
REGNIER, SANDRA	25,652	ROBINSON, JUDITH	28,497
REID, MAUREEN	45,089	ROBINSON, SHERRY	59,673
REIMER, CRYSTAL	6,144	ROBINSON, TAMMY	36,331
REIMER, JACQUELIN	5,042	ROCK, CHRIS	23,643
REIMER, JENNIFER	2,868	RODIER, CAROLE	66,666
REIMER, PHILLIP	33,244	ROGERS, JOAN	29,014
REINBOLDT, BRANDYNE	27,594	ROGERSON, SYLVIA	29,457
REINER, HEATHER	4,362	ROHOVICH, LINDA	38,400
REISTER, JO-ANN	35,404	ROLLES, CORY	54,032
REMPEL, ELIZABETH	33,347	ROMANCHUK, MONICA	40,193
REMPEL, JOHN	26,345	RONNING, HEATHER	39,778
REMUS, DONNA	9,409	ROSALES, NONITA	33,870

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ROSS, PAUL	62,193	SASS, KAREN	23,296
ROSS, PENNY	65,801	SAUVE, ANNIE	3,136
ROSS, PETER	60,433	SAVOY, JOYCE	10,778
ROSS, SHIRLEY	33,219	SAWATSKY, HELEN	30,250
ROTH, ALICE	56,479	SAWATSKY, LEANNE	5,236
ROTHENBURGER, SUSAN	49,492	SAWCHUK, JULIANNA	29,039
ROUAULT, MARY	24,879	SAWCHUK, KELLY	12,364
ROUSSON, AUDREY	15,996	SAYER, PATTI	85,478
ROUSSON, MAUREEN	27,476	SAYESE, DALE	24,969
ROWE, WENDY	36,541	SCHAPANSKY, PEGGY	16,972
ROWLUCK, MILDRED	27,387	SCHENSNEY, GRACE	33,444
ROZNOWSKY, WENDY	15,857	SCHIRA, CLAIRE	14,349
ROZVELT, TRACY (KIM)	19,291	SCHMALZ, URSULA	36,797
RUDER, LEAH	6,262	SCHOFIELD, LAURENDA	27,174
RUNN, DIANE	14,713	SCHOPP, ASHLEY	48,732
RUSK, WANDA	17,809	SCHOPP, TARA	27,915
RUSKOWSKI, RACHEL	26,167	SCHREINER, VICKI	32,186
RUSZKOWSKI, ANNETTE	39,731	SCHULTZ, HAZEL	40,625
RYBCHYNSKI, LYNN	10,438	SCHULTZ, JANE	25,034
RYE, CHRISTINE	43,704	SCHULTZ, MICHELLE	10,002
SAAM, LORRAINE	8,657	SCHUTTE, DEBBIE	3,897
SAAM, VIOLET	19,141	SCHWAN, CHRISTINE	12,593
SAHITI, REXHEP	28,071	SCHWEHR, MARSHA	3,728
SAMPSON, CAROL	30,885	SCHWEITZER, DORIS	29,586
SAMSON, JAMES	49,952	SCRIVENER, DIANE	58,006
SANDE, DANIELLE	32,647	SEESEQUASIS, ARLENE	45,596
SANDER, BEVERLY	59,585	SEGUIN, LAURIE	29,709
SANDERSON, JUNE	9,113	SEIDLE, DEBBIE	16,421
SANDNESS, REGAN	7,059	SEREDA, POLLY ANN	56,860
SANSONE, CARMEN	23,564	SERFAS, DENNIS	55,426
SARABIN, ERIN	41,740	SERHYENKO, CAROL	29,702
SARCHUK, BRENDA	51,432	SETH, TERRY	8,798
SASS, DARLENE	60,665	SETTEE, TINA	41,018

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SEWAP, AUDREY	29,624	SKENE, ELLEN	31,712
SHABAGA, TAMERA	20,653	SKIBINSKY, DEBBIE	51,829
SHAVE, TREVIN	28,112	SKIFFINGTON, RIKKI	45,228
SHAW, STEPHEN	79,853	SKINNER, SHARON	56,355
SHEARER, TERRIE	9,750	SKRUPSKI, LEOLA	3,435
SHELDON, HEATHER	12,298	SKWARA, DARLENE	32,498
SHEWCHUK, ALICE	29,177	SLATER, DARLENE	27,807
SHEWCHUK, IRENE	29,877	SLONSKI, MARIE	6,283
SHIER, DIANE	29,772	SLOWENKO, KENDRA	34,028
SHIER, JAMES	26,185	SLUSARCHUK, LORRAINE	29,231
SHIER, JERALD	29,064	SMANDYCH, DONNA	72,190
SHORT, CARLA	47,485	SMITH, CAROL	30,585
SHORT, NOREEN	30,189	SMITH, DEBBIE	31,662
SHYLUK, LINDA	51,361	SMITH, KAREN	27,870
SHYMCHUK, JESSICA	6,100	SMITH, KELLY	17,209
SIDORUK, DORIS	29,902	SMITH, PATRICIA	36,437
SIEBEN, LINDA	6,598	SMITH, RAYLENE	20,612
SIMON, JULIA	25,247	SMITH, ROBERT	4,745
SIMONSON, GERALDINE	35,443	SMITH, SHEILA	4,266
SIMONSON, PHYLLIS	7,435	SMITH, STEPHANIE	4,193
SIMONSON, WENDY	4,116	SMITH, SUSAN	38,707
SIMPSON, FRANCES	55,690	SMITH, TAMARA	33,170
SIMPSON, VALERIE	27,001	SMITH, WALTER	5,520
SINCLAIR, JOAN	21,865	SMITH, YVONNE	2,884
SINCLAIR, PAMELA	39,661	SMITH COLEMAN, STACEY	20,978
SINCLAIR, PATRICIA	16,679	SMITH-WINDSOR, GREN	142,034
SINCLAIR, SHARON	14,348	SNELL, GLADYS	19,426
SINCLAIR, SHEILA	30,678	SOCHASKI, CONNIE	6,810
SITTER, RUTHANN	31,690	SOMMERFELD, BRENDA	56,722
SJOGREN ZUCK, JUDY	39,796	SOPAL, CHRISTOPHER	11,529
SJOSTROM, ARMANDE	31,909	SORENSON, EMMA	28,152
SKARPINSKY, BETTY	60,242	SORENSON, NED	29,161
SKAVLEBO, SHERI	2,997	SOUCY, BETTY	2,750

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SPADEMAN, ELAINE	5,654	STERLING, ANGELA	7,767
SPADEMAN, GAYE	56,926	STEVENS, ALECIA	31,048
SPENCE, CAROLYN	39,267	STEVENS, ELEANOR	18,593
SPENCE, GARY	45,181	STEVENS, JOAN	23,853
SPICER, JOHN	47,414	STEWART, GAIL	30,033
SPILLER, GENIEN	35,007	STHAMANN, MICHELE	52,774
SPRINGER, LETTIA	27,751	STIEB, BEATRICE	28,674
SPRINGER, PAULETTE	68,450	STIGLITZ, MARGARET	38,572
SPROAT, CHARLENE	40,539	STOBBS, BARBARA	29,548
SQUIRE, LOUISE	26,457	STOBBS, CANDICE	31,605
STADNYK, LORI	43,284	STOBBS, CAROL	6,410
STAGG, ANITA	27,283	STOBBS, ERIN	4,975
STAGG, ELEANOR	30,435	STOBBS, SUSAN	31,195
STANGELAND, MARILYN	2,970	STOCHMANSKI, LORI-ANNE	30,945
STEELE, HELEN	32,149	STOCKI, JULIE	51,648
STEELE, LINDSAY	18,583	STONEHOUSE, MARGARET	13,916
STEEN, BARBARA	27,586	STORRY, GAIL	32,726
STEEN, HOWARD	8,806	STRAUGHAN, TRACEY	64,587
STEEN, NADINE	35,650	STRETCH, JOCELYN	23,034
STEEN, VERNA	30,823	STUART, PATRICIA	72,152
STEEN, WAYNE	2,973	STUDER, CHARLOTTE	39,251
STEFANYSHYN, CARI-ANN	52,350	SUCHORAB, FRANK	72,604
STEINHILBER, DEBORAH	31,263	SUCHORAB, JENNIFER	21,331
STEINHILBER, MONALEE	20,092	SUCHORAB, LINDA	55,105
STEN, WILFRED	11,705	SUMNERS, SHIRLEY	25,058
STENE, MICHELLE	31,704	SUNDERLAND, EARLA	57,317
STENE, VERNA	31,506	SURKAN, IDA	16,287
STENZ, EDELTRUD	52,563	SURMAN, SHARON	9,996
STEPHEN, CHRISTINA	23,950	SURPRENANT, LORI	62,817
STEPHEN, DELLA	45,452	SUTTON, WENDY	57,790
STEPHEN, DONNA	32,238	SWANSON, JOANNE	32,260
STEPHEN, SAMARAH	4,628	SWANSON, MARLENE	51,306
STEPHENS, PHYLLIS	26,156	SWENSON, RAMONA	32,756

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SWYSTUN, RHEA	40,416	THOMAS, GERARD	59,773
SYRNICK, SUSAN	30,480	THOMAS, KATHY	34,034
SZABO, ROSEMARIE	33,891	THOMAS, LISA	7,464
SZABO, SHIRLEY	24,480	THOMAS, YVETTE	65,898
SZASZ, BARBARA	27,019	THOMPSON, DONNA	34,561
SZEITZ, MARIA	12,496	THOMPSON, ELIZABETH	59,275
SZESZORAK, SYLVIA	36,268	THOMPSON, JAMIE	25,415
TAIT, CHRISTINE	43,173	THOMPSON, KIMBERLY	46,773
TAIT, DARREN	24,412	THOMPSON, LORNA	20,186
TANCHAK, CARLA	11,568	THOMPSON, SHELLEY	17,950
TARASIUK, APRIL	42,018	THOMPSON, TANNICE	51,124
TARRY, MICHELLE	29,505	THORESEN, CHARLENE	8,746
TAWPISIN, CARLA	3,470	THORIMBERT, DAWN	32,556
TAYLOR, BARBARA	33,210	THORIMBERT, JOYCE	29,970
TAYLOR, ELAINE	35,069	THORLAKSON, WENDELL	24,621
TAYLOR, JANINE	15,768	THORPE, KAREN	29,901
TAYLOR, JEAN	31,715	TIESZEN, LYNDON	3,564
TAYLOR, JEREMY	18,251	TILFORD, TOM	40,653
TAYLOR, VICTORIA	24,791	TILLMANNS, STACEY	5,313
TEER, DONNA	32,898	TILSLEY, LOIS	20,893
TEER, DONNA	38,017	TILSLEY, SHAWN	35,637
TEICHROEB, BEN	3,630	TIMMERMAN, SUSAN	3,565
TENIUK, PEARL	5,190	TOLLEY, JEAN	10,162
TETARENKO, CURTIS	11,791	TOLOFSON, ALANNA	30,666
TETARENKO, WALLACE	39,659	TOMIAK, LAURIE	31,877
TETHER, CARMEN	11,837	TONER, KIMBERLEY	65,306
TETREAULT, ALINE	30,831	TOPPING, DEBRA	48,580
TETREAULT, DIANNE	31,089	TOPPOZINI, CHRISTINA	32,542
TETREAULT, SUSAN	28,678	TORBERT, ANITA	20,695
THALL, KAREN	31,907	TORBORG, ALICE	59,121
THESEN, BARBARA	49,406	TORGUNRUD, GAIL	28,556
THIEL, PAULINE	31,953	TOURNEY, KERN	5,522
THOLL, BETTY	63,679	TOUROND, LORI	49,722

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TOUROND, RUBY	25,587	VAN DYKE, KAREN	12,783
TOUTANT, NICOLE	10,831	VANDALE, FAYE	8,019
TRACZ, PATRICIA	31,193	VANDEVORD, BONNIE	17,387
TRAILL, WESLEY	46,191	VANDEVORD, DIANNA	35,763
TRASK, ELVA	44,162	VANDEVORD, JOHN	34,620
TRBOVIC, JADRANKA	18,234	VANKOUGHNETT, MARGARET	31,031
TRELENBERG, JASON	17,780	VANSIL, HEATHER	26,062
TREPPEL, DIANE	7,175	VANSIL, LEANNE	29,960
TRUEMAN, CAROL	68,239	VANSTEELANDT, TERRY	19,062
TRUEMAN, RENEE	15,030	VELLACOTT, JOYCE	26,695
TUCKER, NOLA	59,259	VERBONAC, CHRISTY	27,626
TUCKER, RITA	18,445	VICZKO, MELODY	46,113
TUMACH, TRACY	27,155	VIKLUND, DIANNE	46,359
TURGEON, CHERYL	31,818	VILLENEUVE, IRENE	9,055
TURGEON, DORIS	32,226	VINCENT, LISA	39,221
TURGEON, JOYCE	17,822	VIZINA, PHYLLIS	18,151
TURNER, DIANNE	5,913	VOEGELI, KIMBERLEY	2,635
TURNER, DONNA	2,591	WADITAKA, PATRICIA	10,531
TURNER, IRENE	14,291	WADITAKA, ROSALIE	2,839
TWEIDT, PAMELA	31,841	WALD, KATHY	23,799
UDEY, CAROLYN	55,426	WALKER, DORIS	10,049
ULCH, GWEN	58,839	WALKER, JEANNE	48,116
ULVILD, BRENT	31,410	WALKER, LOUISE	28,527
ULVILD, CONNIE	23,824	WALKER, TERESA	22,205
UNDERHILL, CARLA	78,465	WALKER, VICTORIA	27,856
UNDERHILL, ROY	27,538	WALL, CYNTHIA	43,784
URBANIAK, CLAIRE	15,862	WALL, FERN	31,783
URBANIAK, LAURIE	29,498	WALTER, BARBARA	58,854
URSU, SHIRLEY	31,819	WALTER, ETHEL	17,928
UTLEY, MANDY	39,554	WALTERS, BARBARA	10,342
VACHON, CHARLES	51,133	WALTERS, CONNIE	14,252
VALLEE, LORRAINE	25,097	WALTERS, JACKIE	46,978
VAN DYCK, CAROLINE	23,456	WARBURTON, REBECCA	2,525

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WARKENTIN, BARBARA	56,062	WICKER, MARILYN	29,149
WARKENTIN, CONNIE	3,513	WICKS, CHARLES	31,613
WASDEN, VALERIE	42,322	WICKS, RIA	29,389
WASEND, BARBARA	18,420	WICKWARE, SUZANNE	11,795
WASLAK, OLGA	31,243	WIDUK, PHYLLIS	38,094
WASON, RICHELLE	43,802	WIEBE, RENEE	35,435
WASON, SHERRI	27,546	WIEDER, PAULA	24,917
WASUTYK, OREST	38,374	WIEDERSPICK, MILDRED	59,827
WASYLYSHYN, SHELLEY	61,421	WIEGERS, MARY	37,709
WATERHOUSE, BRENDA	11,526	WIENS, DORIS	14,621
WATIER, JUDY	13,783	WIESE, MELISSA	18,984
WATIER, LISA	2,742	WIGGINS, DALE	33,009
WATSON, LAURA	4,838	WILCHOWY, TRACEY	12,568
WATT, WENDY	28,825	WILDEY, DEBORAH	32,626
WATTS, CAROLE	34,660	WILKINSON, BERNICE	28,250
WATTS, MURIEL	54,623	WILKINSON, CHERYL	32,260
WAWRO, KIM	24,306	WILKINSON, SHAUNA	29,579
WEBER, BERNICE	24,819	WILLIAMS, ELIZABETH	26,192
WEBER, PAT	33,894	WILLIAMS, LINDSAY	43,828
WEINRICH, BETTE ANN	10,108	WILLIAMS, LORRAINE	13,722
WEISGERBER, ARLENE	31,765	WILLOUGHBY, CHARLENE	11,721
WEISS, NOREEN	15,643	WILLOUGHBY, DINAH	22,070
WELLS, DONNA	28,079	WILM, JANICE	30,841
WELSH, HEATHER	26,904	WILSON, CAROLINE	32,203
WENMAN, STACEY	18,340	WILSON, CHERYL	66,853
WERTYPORA, LEONA	12,070	WILSON, GWEN	60,564
WESSEL, CAROLYN	21,597	WILSON, JAIMIE	10,937
WHITE, MILLICENT	39,985	WILSON, SHELLEY	56,805
WHITE, YVONNE	19,064	WILSON, SHIRLEY	18,523
WHITFORD, TERRA	22,837	WINGE, DEBORAH	61,547
WHITROW, KERI-ANN	16,136	WINGE, EVELYN	28,393
WICK, DEBORAH	40,625	WINGE, SHIRLEY	11,037
WICK, LINDA	70,305	WINTONYK, CHARLENE	27,141

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WINTONYK, HERMANCE	2,587
WISER, VALERIE	42,506
WISHNOWSKI, ARNELLE	43,009
WISMER, QUINTIN	48,422
WITCOMBE, DAVID	39,725
WITCOMBE, WANDA	36,972
WOJCICHOWSKY, DARCY	41,284
WOLFFE, LILLIAN	16,803
WONSIAK, JACQUELIN	52,442
WOOD, STEPHANIE	8,611
WOODS, BONNIE	21,817
WOODS, TOM	32,523
WOROBEC, VICTORIA	16,157
WORRELL, JAMES	82,367
WORRELL, PEGGY	53,406
WOTHERSPOON, MURRAY	48,342
WOUTERS, MARY	12,085
WOYTIUK, SYLVIA	34,018
WOYTOWICH, OLIVE	29,851
WOYTOWICH, WANDA	20,148
WREFORD, SHERRI	15,501
WRIGHT, ARVELLA	29,860
WRIGHT, DEBRA	60,684
WRIGHT, KATHY	24,135
WRIGHT, LOUISE	7,059
WUDRICH, LILLIAN	30,944
WURST, KATHLEEN	18,230
WUTTUNEE, ALICE	22,420
WYAND, RON	57,708
WYKES, CAROL	40,587
YEAMAN, DARLENE	19,882
YORK, GREG	16,227
YORK, JOLYN	31,328
YOUNG, ALAN	25,407
YOUNG, HOLLY	76,025
YOUNG, JEAN	19,927
YOUNG, JOANN	26,493
ZAGIEL, LYNDA	49,472
ZAHARA, RICK	32,012
ZAK, KATHERINE	40,619
ZALES, PAULA	25,326
ZALESCHUK, RICHARD	57,754
ZANIDEAN, DARLENE	56,273
ZANIDEAN, LORNE	46,055
ZANIDEAN, VANESSA	29,370
ZAWISLAK, KIM	31,777
ZBARASCHUK, KELLY	55,130
ZBARASCHUK, SHARON	31,876
ZDRILL, SAMANTHA	21,449
ZELOWSKY, SUSANNE	52,541
ZIEGLERM, BRENDA	70,450
ZSOMBOR, SHELLY	30,660
ZUMMACK, GLENDENE	19,945
ZWACK, MONIQUE	74,912

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3130827 CANADA INC (CPDN)	$ 590,026	DR. BAQIR-HUSAIN MEDICAL PROF CO	255,392
A.M. BUN YOUNG	31,936	DR. H. WELLS MEDICAL PROF. CORP.	308,676
ABBOTT LABORATORIES, LIMITED	545,903	DR. L. LANOIE MEDICAL PROF CORP	141,939
ABBOTT LABORATORY DIAGNOSTIC DIV	55,288	DR. M. ROONEY MEDICAL PROF CORP	25,436
ACMI CORPORATION	145,330	ERASMUS, DR. BRIAN	30,515
ADVANCED ELECTRONIC SOLUTIONS	22,873	FAMILY FUTURES INC.	136,187
AIM ELECTRIC	34,634	FISHER SCIENTIFIC LIMITED	26,424
ALADDIN CANADA, INC	53,963	FLAMINIO CEILINGS & WALL SYSTEMS	21,602
ALCON CANADA INC	428,857	FRESENIUS MEDICAL CARE CANADA IN	85,135
ARSIRADAM, DR N.M.	20,272	FRIESEN, DR. R.	62,405
ATTIC THERAPY	52,959	GA INGRAM	23,881
BASSON, DR. N.	139,132	GAMBRO INC	69,958
BAXTER CORPORATION-1	111,026	GARACH, DR. ANIL	296,474
BAYER INC.	46,983	GRAND & TOY	236,614
BECKMAN COULTER	64,120	GREAT WEST LIFE	381,683
BHM MEDICAL INC.	30,122	GROUP RETIREMENT SERVICES	30,040
BIOMET, INC	23,883	HAMEED, DR. ASIYA	255,352
BLAINE LAKE AMBULANCE CARE	174,410	HARDER, KAREN	30,548
BRATHWAITES OLIVIER MEDICAL INC	20,493	HARMAN POULTRY FARM LTD	28,332
BULAT, DR. D. PROFESSIONAL CORP	226,635	HAYES, JOAN	33,964
BUNZL DISTRIBUTION INC.	94,368	HEALTH SCIENCES ASSOC OF SASK	74,451
CANADIAN CORPS OF COMMISSIONAIRE	254,383	HILL-ROM CANADA	61,422
CANADIAN HOSPITAL SPECIALTIES	28,941	HORIZON COMPUTER SOLUTIONS	99,243
CANADIAN MENTAL HEALTH ASSOC.	126,621	HUSSAIN, DR. M.Z.	57,491
CANADIAN SALT COMPANY LTD.	23,667	IBM CANADA	532,278
CANADIAN WASTE SERVICES INC	42,856	INSTRUMENTATION LABORATORY CDA.	20,022
CANADIAN WATER RESOURCES ASSOC.	37,213	JANSSEN-ORTHO INC	401,153
CEG ENERGY OPTIONS INC	438,021	JB MEDICAL	57,479
CITY OF PRINCE ALBERT	287,025	JOHNSON & JOHNSON MEDICAL PROD	215,928
CLARK, DR. ERIC	264,836	JURGENS, DR. MARGERY	34,747
CLARK, JASON	26,805	KAZHILA, DR. D.	222,463
COOPER, DR. LILANIE	223,601	KIN ENTERPRISES INC	71,079
CO-OPERATIVE HEALTH CENTRE	93,948	KUKKADI, DR. Z.	275,256
CROSS, DR. JAMES	27,988	LASSWELL MEDICAL CO. LTD.	30,078
CUPE LOCAL 4777	615,183	LEICA MICROSYSTEMS (CANADA) INC	27,428
DADE BEHRING	45,993	LEOVILLE GROCERY	22,462
DANKA REGINA	24,680	LINVATEC CANADA	91,669
DATEX-OHMEDA (CANADA)	39,359	MACIEL, DR. E.	22,500
DE LAGE LANDEN FIN SERV CAN INC	109,328	MALHOTRA, DR. T.	247,015
DELISLE COMPUTER CONSULTING	88,033	MALLINCKRODT MEDICAL INC	21,553
DHL EXPRESS (CANADA) LTD	20,868	MARAIS, DR. S.	42,350
DR PEGGY LAMBOS MEDICAL PROF COR	225,472	MARTEN, DR. D.	91,740

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MASTERCARD	36,987	RISE HEALTH WARE	26,536
MCCLELLAND MANAGEMENT CONSULTANT	26,423	ROCHE DIAGNOSTICS	320,165
MCKESSON CANADA CORPORATION	363,616	ROSSOUW, DR. FRANCOIS	54,365
MCQUARRIES COFFEE SERVICE	21,206	ROYEPPEN, DR. E.	215,580
MEDI-MAN REHABILITATION PRODUCTS	57,090	RUSSELL FOOD EQUIPMENT LIMITED	33,922
MEDTEC MARKETING LIMITED	149,226	S.A.H.O.	779,290
MERCK FROSST CANADA INC	21,953	S.A.H.O.	115,903
MEYERS NORRIS PENNY	36,160	S.A.H.O.	22,060
MINISTER OF FINANCE	120,689	S.A.H.O.	51,228
MINISTER OF FINANCE	117,210	S.A.H.O. DENTAL PLAN	914,228
MONT ST JOSEPH	381,415	S.A.H.O. DISABILITY INS PENSION	1,101,117
MONT ST JOSEPH HOME INC	3,722,030	S.A.H.O. PENSION PLAN	4,266,938
NANDI, DR. D.	52,650	SAHO EXTENDED HEALTH CARE PLAN	84,183
NICOLE ENTERPRISES INC	50,253	SANITEC CANADA	85,453
NORTH SASK. LAUNDRY & SUPPORT SE	1,784,908	SAPUTO MILK DIVISION	113,357
NORTH STAR TROPHIES	23,890	SASK ENERGY	571,596
NORTHERN GROCERS INC	108,757	SASK POWER	945,941
OLSEN, DR. VAL	305,856	SASK UNION OF NURSES, (VIC)	47,573
ORGANON CANADA LTD	24,478	SASK UNION OF NURSES-REGINA	286,146
ORMED INFORMATION SYSTEMS LTD.	62,279	SASK WORKERS COMPENSATION BOARD	249,088
P.A. EARLY INTERVENTION PROGRAM	38,110	SASKATCHEWAN HEALTH FINANCE	32,571
P.A. GRAND COUNCIL	50,000	SASKATCHEWAN HOUSING CORP	43,387
P.A. ROMAN CATHOLIC SEPARATE SCH	62,590	SASKATCHEWAN PROPERTY MGMT CORP	640,201
P.A.COUNCIL ON ALCOHOL & DRUG AB	297,032	SASKTEL	358,068
P.A.MOBILE CRISIS UNIT COOP LTD	59,477	SASKTEL MOBILITY	88,886
PARKLAND AMBULANCE CARE LTD	1,248,413	SAXENA, DR. ANURAG	34,200
PARKLAND HEALTH DISTRICT	386,475	SCHAAN HEALTHCARE PRODUCTS	1,206,782
PARKLAND MEATS LTD.	27,404	SELECTIVE TEST CENTERS	23,781
PERIDOT GROUP	44,511	SELF HELP & RECREATION -EDUC.PA	360,271
PFIZER CANADA INC	22,919	SHELLBROOK AGENCIES (1982) LTD	45,313
PHILIPS MEDICAL SYSTEMS CANADA	115,280	SHEPP	963,120
PINNACLE DISTRIBUTION INC.	26,887	SIEMENS CANADA LIMITED	123,662
PML MICROBIOLOGICALS	34,591	SMART FAMILIES FOOD COOP LTD	32,500
PRAIRIE CONTROLS LTD	38,293	SMITH & NEPHEW INC	139,591
PRAIRIE MEATS	127,947	SMITHS MEDICAL CANADA LTD	62,807
PRINCE ALBERT INSURANCE LIMITED	201,911	SOMAGEN DIAGNOSTICS INC	30,024
PRINCE ALBERT PHOTOCOPIER LTD.	64,494	SOURCE MEDICAL CORPORATION	389,992
PUBLIC EMPLOYEES BENEFIT AGENCY	242,169	SPIRITWOOD AMBULANCE CARE LTD	468,013
QUAYLE'S PHARMACY LTD.	40,179	SPIRITWOOD SUPER A FOODS	20,776
RAJOO, DR. R.	278,730	SRNA	137,869
RAMJI, DR. AYAZ	228,189	STERIS CANADA LIMITED	26,720
RECEIVER GENERAL FOR CANADA- TAX	19,449,380	STEWART, DR. SABRINA	255,421

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STRYKER CANADA INC.	61,632
SU CANADA, LTD.	124,107
SUBRAMANIAN, DR. A.	281,216
SUNSPUN FOOD SERVICES	100,630
SYNTHES (CANADA) LTD	47,673
SYSCO FOOD SERVICES	69,706
SYSCO SERCA FOOD SERVICE	753,899
TAUH, DR. M.	91,102
THE FLOOR STORE	25,868
THOMASSE, M.D.G.	37,261
THORPE BROTHERS LTD	83,302
THYSSENKRUPP ELEVATOR	28,581
TOTAL CARE TECHNOLOGIES	22,744
TOWN OF KINISTINO	27,094
TYCO HEALTHCARE GROUP CANADA INC	122,820
UDOEYUP, DR E.	111,268
UNISOURCE CANADA FINE PAPER	91,835
UNISOURCE CANADA SUPPLY SYSTEMS	47,903
VAN RENSBERG, DR A. JANSE	31,396
VAN ZYL, DR. H.	53,133
VAN ZYL, DR. H.	21,810
VASDEV, DR. PRIYA	201,772
VERNACARE	29,485
VICTORIA HOSPITAL PRINT SHOP	76,361
VITALAIRE HEALTHCARE	82,976
VITALITY FOODSERVICE CANADA CO	21,394
VWR CANLAB	49,646
WADDELL, DR. IAN C	401,962
WESCO	39,976
WESTON BAKERIES LIMITED	35,002
WYETH CANADA C3142	36,674
YACOUB, DR. A. - ANESTHIST	24,653
ZEP FACTORY OUTLET	68,323
ZIMMER OF CANADA LIMITED	92,731